

**R4**

**2003**

**USAID/EGYPT**

Results Review and  
Resource Request (R4)  
**Transmitted: April 2001**

***Please Note:***

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## MEMORANDUM

To: Karen Turner, AA/ANE, Acting

From: Willard J. Pearson, Jr., Mission Director, USAID/Egypt

Subject: USAID/Egypt Annual Results Review and Resource Request (R4) Submission

I am pleased to transmit the FY 2003 R4 for Egypt. Since the approval of a new FY 2000 – 2009 strategy for the Egypt program in February 2000, the Mission has been engaged in the transition of our assistance relationship with Egypt from one based on aid to one based on trade and investment. In the FY 2001 – 2003 period, we see opportunities, as well as challenges, in encouraging Egypt's economic liberalization and increased competitiveness in the global marketplace.

USAID program activities are having a positive impact in Egypt in various sectors, and overall program performance has met expectations. However, the worldwide economic slowdown is being reflected in the state of the Egyptian economy. That slowdown, combined with political sensitivities regarding the pace of economic reform as well as increased fragility of growth due to liquidity and foreign exchange problems, undoubtedly has had a sobering effect on what we thought we would accomplish as reflected in some of the Mission's R4 indicators. At the same time, the positive impact of many program activities has ameliorated difficulties resulting from the economic slowdown. Program performance, as well as factors affecting performance, are fully described in the SO narratives which can be found in Part II of this report.

There is one action proposed in this R4 which requires AID/W approval, the extension of and additional funding for our education strategic objective. That objective, SpO 22 to be renamed, "Improved Access, Quality, and Efficiency of Basic Education (with an Emphasis on Girls)," would be terminated by the end of FY 2003 according to the Mission's current strategic plan. However, the plan also includes the following statement: "USAID may revise and extend the special objective later in the strategy period based on a review of GOE initiatives to improve the education sector, including efforts to improve the quality of education." We have included an annex which describes our rationale for the extension and additional funding. The proposed funding level fits within the limits of the strategy's overall authorized level for the USAID/Egypt program.

During the R4 review process, we made one Mission-authorized program adjustment which requires our notifying Washington: the extension of SpO 18 completion date from September 30, 2004 to September 30, 2005. This extension involved no additional funds beyond the plan-approved level. You should be aware also that there are two special objectives which will be concluded this year - SpO B: Increased Use of Information Services by the Legislature in Decision Making, September 30, 2001 and SpO D: Approaches to Sustainable Tourism Developed, December 31, 2001. Both of these were hold-overs from the Mission's previous strategic plan period. Under SpO D, the Mission will fold any residual antiquities preservation activities into its environmental management SO. Finally, this R4 reflects the Mission's new

Performance Monitoring Plan (PMP) which includes some new indicators based on the FY 2000 - 2009 strategy. A copy of the approved PMP will be sent to Washington within a couple weeks.

We will continue to pay close attention to events, such as passage of a new NGO law, which affect results achievement under our governance strategic objective. Failure to pass the new law and reliance on the existing law is causing uncertainty for Egyptian NGOs. Notwithstanding, we have been able to move this issue with the GOE now taking a more liberal stance in its interpretation and enforcement of regulations under the existing law.

We are moving forward with the development of a legacy program. Two endowments that are pending, one for the Egyptian Center for Economic Studies and the other for the Binational Fulbright Commission, require the completion of negotiations with the GOE before they can be signed, but should be completed in the near future. In addition, the Mission completed an assessment that will help to better define a more strategic approach for the legacy program. In the coming months, the Mission will continue with the design of this program.

Finally, we are concerned over the status of the USAID/Egypt country check list. Not having an approved country check list is an immediate and pressing problem. Failure to resolve the issues preventing the administration from clearing this document soon will begin to negatively impact activities in Egypt that are in need of immediate funding. We are now seven months into FY 2001 with no budget allowances yet received.

We welcome your comments on our R4 submission.

**USAID/EGYPT  
2003 R4**

**TABLE OF CONTENTS**

**Part I: OVERVIEW AND FACTORS AFFECTING PROGRAM  
PERFORMANCE**

**Part II: RESULTS REVIEW BY STRATEGIC OBJECTIVE**

**SO 16:** Environment for Trade and Investment Strengthened

**SO 17:** Skills for Competitiveness Developed

**SpO 18:** Access to Sustainable Utility Service in Selected Areas  
Increased

**SO 19:** Management of the Environment and Natural Resources  
in Targeted Sectors Improved

**SpO 12:** Approaches to Sustainable Tourism Developed

**SO 20:** Healthier, Planned Families

**SpO 21:** Egyptian Initiatives in Governance and Participation  
Strengthened

**SpO 10:** Decision Support Services

**SpO 22:** Improved Access, Quality and Efficiency of Basic Education (with an  
Emphasis on Girls

**Part III: RESOURCE REQUEST**

A. Resource Narrative

B. Resource Tables

1. Budget Request
2. Workforce
3. USDH Staffing Requirements
4. Operating Expenses
5. Trust Fund and FSN Voluntary  
Separation Payment/Withdrawal
6. Controller Operations
7. Global Field Support

## **SUPPLEMENTAL INFORMATION ANNEXES**

1. 22 CFR 216 Compliance (IEE)
2. Updated Results Framework
3. Institutional and Organizational Development
4. Non-Presence Countries: Oman and Yemen
5. Global Climate Change
6. Gender
7. Education

**R4 2003**

**Part I**

**OVERVIEW AND FACTORS  
AFFECTING PROGRAM  
PERFORMANCE**



## **OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE**

This R4 submission provides reporting on USAID/Egypt's seven strategic and special objectives approved under its FY 2000 – 2009 strategy. It also includes final reporting on two special objectives that were carried over from the previous strategy, but are slated to end this calendar year. In the past year, the Mission developed a new Performance Monitoring Plan to validate indicators, baselines and targets. This Plan also defines indicators and targets to gauge program impact on job creation, equity, poverty reduction, and gender, so that more accurate and useful reporting can be made at the goal and sub-goal level and for crosscutting concerns.

Overall, program performance was positive and expectations were generally met. As it is early in the strategy period, achievement in some cases is limited to laying the groundwork for future results. For the Basic Education special objective, good performance, coupled with signs of increased Government of Egypt willingness to move forward with education reform, indicates an excellent opportunity to achieve expanded results. While indicator performance of USAID/Egypt's strategic objective for improving the trade and investment environment reflected the adverse effect of a general economic slowdown on the program, activities are having a positive impact, and in some cases, are ameliorating difficulties resulting from the slowdown.

The USAID/Egypt program directly supports the U. S. Mission Performance Plan. It contributes significantly to the broad-based growth, environment, health and population goals. It also contributes to open markets, U.S. exports, democracy, humanitarian assistance, and mutual understanding goals, in addition to advancing national interests regarding national security, economic prosperity, and global issues. U.S. assistance is directed at creating a policy environment that will foster private sector growth and investment and increased competitiveness in the global economy. USAID is working towards assuring that Egypt's workforce is adequately educated and trained, its environment is well managed, and its social services are improved and sustainable.

### **Performance in 2000**

Under Strategic Objective 16 (Environment for Trade and Investment Strengthened), non-petroleum exports and imports as a percentage of GDP was 19.9% in 1999/00, down from the baseline of 22.1% in 1998/99. The value of increased exports in selected sectors (e.g. textiles and ready-made garments, horticulture, and processed foods) increased by \$70 million in 1999/2000, up from a \$52 million increase in the previous year. Both the economy and the momentum for policy reform have slowed. Real GDP growth was pegged at 4% last year, down from about 6% the previous year. Liquidity problems dampened aggregate demand, and progress on policy reform implementation and privatization actions slowed. Nonetheless, in capital markets, new shares issued increased by 19.5% in the past year, and over 35,000 new jobs were created through 113,000 loans under the Small and Micro Enterprise program, 33% of these are at the poverty level (below \$300). A portion of the poverty level lending is exclusively directed to women entrepreneurs. The Commodity Import Program financed 661 transactions valued at \$221 million, benefiting approximately 250 Egyptian firms (34% partially women owned).

For Strategic Objective 17 (Skills for Competitiveness Developed), activities focused on laying the groundwork for improving managerial and information technology skills. Over 1000 Egyptians are undergoing one to three months of training in software applications certified by leading information technology companies, and thirty-three high level managers from the public and private sectors have completed six weeks of advanced executive training provided by a leading U.S. business school.

Under Special Objective 18 (Access to Sustainable Utility Service in Selected Areas Increased), cost recovery plays a key role in achieving sustainability. Progress was made in the past year in the water and wastewater sector as shown by the increase in percent of operations and maintenance (O&M) costs covered by collected revenue from 61% to 72%. The percent of O&M costs covered by collected revenues in both power and telecommunications, although down slightly, remained over 100 percent indicating revenue sufficient to cover recurring costs.

As targets were met or exceeded, program performance was solid for Strategic Objective 19 (Improved Management of the Environment and Natural Resources in Targeted Sectors). The real value of aggregate agricultural production per 1000 cubic meters of Nile water was LE 551, just over the target of LE 549. The volume of compressed natural gas sold for transportation exceeded the target of 28.3 million gallons. Success in fostering public-private partnerships was evident by the award of Egypt's first solid waste management privatization contract, made possible with the help of USAID-financed technical assistance. Demonstration efforts resulted in an increase of Red Sea hotels adopting more environmentally friendly wastewater and solid waste reduction practices.

For SpO 12 (or D - Approaches to Sustainable Tourism Demonstrated), if an on-going structural engineering study determines that restoration of historic murals can be safely undertaken, conservation work, estimated to require two years, will begin. Rather than extend the SpO to accommodate such a possibility, the Mission has decided to fold residual activities under SO 19, and report future performance on antiquities preservation under that strategic objective.

For SO 20 (Healthier, Planned Families), long term trends in fertility and infant mortality reductions were confirmed last year by the full Egyptian Demographic and Health Survey (EDHS). Infant mortality declined from 63 (per 1000 live births) in 1995 to 44 in 2000. Total fertility declined only slightly from 3.6 in 1995 to 3.5 in 2000, despite a greater than expected increase in modern contraceptive use. The geographic disparity between Upper and Lower Egypt in terms of fertility and mortality is narrowing. Infectious disease surveillance capacity increased with the establishment of sentinel surveillance sites in 12 of the 27 governorates.

The Mission anticipated that implementation delays would negatively affect performance under SpO 21 (Egyptian Initiatives in Governance and Participation Strengthened), particularly for increasing the capacity of civil society organizations to participate in the development process. The ruling of the Supreme Court on the unconstitutionality of the new NGO law confused the legal status of NGOs. Negotiations with Ministry of Social Affairs were protracted. Despite these challenges, full-scale implementation of the NGO Service Center program finally began. The Service Center was established in Cairo along with two field offices in Upper and Lower Egypt. USAID-financed technical assistance completed an initial, country wide outreach effort,

conducted NGO workshops, and awarded initial grants for increasing women's participation in decision-making and addressing environmental issues. In the administration of justice area, support for automation and revision of procedures in civil case filing contributed to a reduction in civil/commercial case processing time from 22.4 months in 1997 to 11.4 months in 2000.

SpO 10 (Decision Support Services) will end this year and USAID/Egypt will conclude reporting on this SpO which was designed to increase the use of information services by the legislature in decision-making. Although measurement of the application of "modern" tools in parliamentary deliberations is imprecise, it is clear that as a result of training and technical assistance, there has been an increase in the use and appreciation of information technology by members of Parliament.

Under SpO 22 (Basic Education Improved to Meet Market Demands), targets were met or exceeded, and there were strong signals that the political will is building for education reform. Girls' enrollment in school in rural Upper Egypt, where USAID targets its resources, has risen 19.5% over the past five years. The New Schools Program, focused on mobilizing participation in support of education for girls, was successfully launched. The number of girls and young women benefiting from all USAID-funded formal and non-formal programs reached 20,535, well above the target of 18,511. Thirty-three businesses and industries developed linkages and provided input to technical schools curriculum in the past year, well above the target of eight. High level bilateral dialogue on education reform last summer was followed by the announcement of a blue-ribbon commission to recommend needed changes in Egypt's education system. Earlier this year, the Minister of Education, the Governor of Alexandria, and a local business group agreed to develop a pilot education program for the Alexandria governorate focused on decentralization and quality improvement.

### **Prospects for FY 2001 – FY 2003**

Although the prospects for overall program performance in the next three years are generally favorable, the environment for economic reform is challenging. However, the prognosis is favorable, with the government's willingness to face the consequences of greater expenditure transparency and the abandonment of an inflexible exchange rate policy, lending credence to expressed intentions to undertake other economic reforms. USAID/Egypt will continue to address trade, finance, fiscal and economic data availability reforms. The outlook for privatization will be reviewed in the next year. Strengthening the environment for trade through assistance for WTO compliance will continue. High-level government interest in advancing and expanding use of information technology bodes well for result achievement in trade and investment as well as workforce development.

Results from the 2000 EDHS confirmed that reliance on findings from interim EDHS can be misleading, as the interim's survey small sampling size leads to an overestimation of gains made in the short term. To overcome this shortcoming and better measure improvements in maternal child health/family planning service delivery, the Mission will begin reporting on results based on qualitative indicators next year, while conducting interim surveys on a biennial basis, under SO 20.

Prospects for expanded results from education assistance are good. The Mission will continue to advocate for comprehensive education reform and closely monitor developments in this area. Building the capacity needed to accelerate reform within the Ministry of Education and expanding pilot programs that encourage community participation are critical to supporting the reform process.

**R4 2003**

**Part II**

**RESULTS REVIEW BY STRATEGIC  
OBJECTIVE**

## SO Text for SO: 263-016 Environment for Trade and Investment Strengthened

**Country/Organization:** USAID Egypt

**Objective ID:** 263-016

**Objective Name:** Environment for Trade and Investment Strengthened

**Self-Assessment:** Meeting Expectations

### Primary Links to Agency Strategic Framework:

60% 1.1 Critical private markets expanded and strengthened  
20% 1.2 More rapid and enhanced agricultural development and food security encouraged  
20% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

**Link to U.S. National Interests:** Economic Prosperity

**Primary Link to MPP Goals:** Broad-based Growth

**Summary:** The Egyptian economy slowed significantly over much of the last year, experiencing as well uncertainty regarding official foreign exchange policy. Both factors had a negative impact on performance as reflected in some of the mission's R4 indicators. Nonetheless, overall performance was on-target with prospects for continued progress under the new SO since the Government of Egypt (GOE) is increasingly committed to liberalizing the economy. To build on the gains realized through GOE economic reforms in the 1990s and on this renewal of commitment to reform on the part of the GOE, USAID will continue to stress improving the policy framework for trade and investment, increasing the competitiveness of the Egyptian private sector, and enhancing opportunities for business growth. There are special efforts to provide employment and income opportunities to the country's poorest -- the four million small farmers, landless laborers, and women -- who produce and process horticultural and other

agricultural commodities, and the three million non-agricultural informal sector micro-entrepreneurs. Policy and regulatory reforms are increasingly based on public-private dialogue, but slow-moving or incomplete implementation continues to affect business investment.

**Key Results:** USAID-supported reforms, technical assistance to the private sector, and strengthening of public services to promote the private sector have improved the environment for trade and investment. Real Gross Domestic Product (GDP) officially increased by four percent this year, less than the GOE target of about six percent (which had also been the average rate of growth in recent years). The private sector contribution to GDP is officially 73 percent. (Note: the mission believes this estimate is somewhat on the high side due to continued broad public ownership in many partly privatized and other private firms, but uses the Government's statistics for consistency in methodology and content over time. Thus, the increasing trend for the relative size of the private sector is reasonably accurately portrayed.) The Central Bank reported exports of non-petroleum products increased from \$3.4 billion to \$4.1 billion, primarily due to a \$928 million increase in exports of finished manufactured products, especially fertilizer. While USAID is strongly supportive of steps to increase these exports, it must be recalled that exports remain relatively small compared to GDP and that the export sector is not yet a major engine of growth for the overall economy.

Exports in non-petroleum, USAID-supported sectors (including processed foods, fresh fruits, and vegetables) increased by over \$70 million, with significant domestic investment in new production capacities. A partnership among the public and private sectors and multinationals is emerging as a greater force in reform, quality improvement and investment promotion. In addition to jobs created directly through exports and investment, an estimated 35,000 new jobs were created last year through 113,000 loans to Small and Micro Enterprises (SME). Adoption of information technology (IT) is accelerating and significant steps have been taken to strengthen the regulation of capital markets.

**Performance and Prospects:** The recent slowdown can be traced to many short- and medium-term factors, mostly outside areas where the mission's program has direct impact. The continuing effects of previously low international petroleum prices and of the tourism recession following the Luxor massacre; an irregular pattern of domestic and international liquidity problems affecting the private sector; confusing policy signals from the government (especially with regard to the foreign exchange regime); the still sluggish European economies all contributed to an Egyptian economy slowdown that began in 1999 and continued throughout last year.

On the other hand, even if the GOE's announced goal of six percent annual real GDP growth (which had more or less been met in the previous several years) is realized, not enough new formal sector jobs are created to match the still growing numbers of labor force entrants. A major factor in the 'job gap' problem is a continuing shortfall in private sector investment—from both domestic and international sources. Strengthening the environment for investment (and, through increased investment, reaching higher levels of job creation) is, of course, more directly tied to the mission's strategy and program. While the GOE has enacted many significant economic reforms in the past decade, many critical steps remain to be taken before the desirable

investment environment is in place. The slowing of the pace of reform in the late 1990s has to be acknowledged as a major factor underlying the recent economic slowdown.

On balance, however, the prognosis is now more favorable for the medium term. The present Egyptian administration has undertaken some difficult economic steps that were needed to correct some serious imbalances, although in some cases this has appeared to aggravate the economic situation in the short term.

For example, last year it adopted a more transparent reporting system for government expenditures. The immediate result was to acknowledge that the budget deficit was much higher than previously had been admitted. To counter the negative effect of this news, the GOE emphasized its intention to rein in the deficit and cut the deficit-GDP ratio. (This ratio, reflecting the more accurate deficit figures, has now declined in the past two budgets and is scheduled to fall again according to the first budget draft just announced for FY 2001/2.) One method for bringing the budget closer to balance has been to stretch out the construction (and spending) periods for several large ongoing projects. However, an unfortunate additional side effect of the deficit cutting effort was a temporary swelling in Government arrears—payments to the private sector—which in turn was a major factor in leading to a domestic liquidity shortage in 2000. Preliminary figures for government expenditures in FY 2000/1 confirm anecdotal evidence that the arrears problem is being cleared.

Another difficult and overdue GOE decision was seen in the recent de facto devaluation of the Egyptian pound. The fixed link between the dollar and the pound, established in 1991, was a cornerstone of the GOE's economic reform and stabilization program. However, over the long run, continuing the fixed rate, preserving Egypt's high level of international reserves, and maintaining (more or less) currency convertibility, all simultaneously, was not possible. This was because of differences between Egypt's inflation rate and the rates in its major trading partners and because dollar-pound stability meant following the dollar's fluctuations against other world currencies. Egypt managed to balance all three of these goals through 1998, but when pressures began to build on the exchange rate, the GOE responded by alternately erecting barriers to convertibility and pumping large amounts of reserves into exchange markets, all the time maintaining that there was no fundamental problem with the exchange rate.

The result was a loss of almost 30 percent of reserves and severe erosion of the GOE's credibility regarding convertibility with both international and domestic investors. Additionally, along with the dollar, the pound rose steadily through 1999 and 2000 against most other currencies, making imports cheaper and (non-oil) exports more expensive, further imbalancing the trade account and harming the competitiveness of Egyptian producers in both domestic and foreign markets. When the pound was cut loose from the dollar, it fell by about 13 percent in official terms. While this may not prove to be a sufficiently large adjustment, it is clearly a step in the right direction. Provided quality control and marketing continue to improve, the incentive to exports provided by a lower exchange rate should be beneficial.

There is no doubt that the GOE needs more than greater transparency or a slowing in expenditures for mega-additions to infrastructure to put the budgetary process on a firmer footing. Similarly, maintaining a healthy level of international reserves and satisfying investors



with regard to currency convertibility cannot be achieved merely by repegging the pound to the dollar at a different rate. Nevertheless, the GOE's willingness to face the short-term consequences of greater expenditure transparency and of abandoning its previous commitment to an inflexible exchange rate must be seen positively—lending credence to its expressed intentions to undertake other economic reforms that have until now been avoided or postponed.

Under Intermediate Result (IR)16.1: Policy Framework for Trade and Investment Improved, FY 2000 policy reform results included establishing a public debt management unit, liberalizing capital markets, approving a plan to reform the insurance sector, and beginning implementation of the customs valuation agreement [a World Trade Organization (WTO) commitment].

By 2003 we expect to make further progress on opening the Egyptian economy, specifically in helping Egypt meet its WTO commitments. These include the Information Technology Agreement (ITA) and the Basic Telecommunications Agreement (BTA) through trade technical assistance, implementing a trade related intellectual property rights (TRIPS) compliant Intellectual Property Rights (IPR) law, rationalizing public expenditure, and promoting a more coherent macro-economic policy.

USAID assisted GOE privatization of Law 203 state-owned enterprises and joint venture firms through sale to investors, employees, public offerings and/or sales to anchor investors. The pace of privatization has slowed down due to several economic, political, and social factors. Moreover, the GOE has been reluctant to accept offers below their “asking” price. In FY 2000 there was limited privatization of public enterprises, power and telecommunication facilities, and public banks, but some progress for insurance companies. Over the next three years, USAID hopes that the GOE will meet its target to privatize 80 more state-owned enterprises. However, continued under-performance will result in a decline in USAID's technical assistance in this sector.

Tax disputes remain an impediment to business, but the sales tax administration, a direct recipient of USAID technical assistance, has been receiving very high marks for its customer focus from both national and international corporations. For the next three years technical assistance will be provided to support trade reform, further tax policy and tax administration reform, IPR, and other macroeconomic policy issues.

Private sector competitiveness is increasing, under IR 16.2 (Private Sector Competitiveness Increased), through USAID support to adopt better technology, improve market information, and strengthen Egyptian firms' capacities to market goods abroad, particularly in high-value horticulture and processed food commodities. In FY 2000, exports of table grapes, strawberries and green beans increased by 54 percent, 40 percent and 85 percent respectively. Rural areas with previous rapid growth in key export crops are now better off than other rural areas based on secondary analysis of the 2000 Egypt Demographic and Health Survey (EDHS) data.

USAID technical, management, and marketing support was provided to nearly 1,000 private firms in 18 of 26 governorates. Overall client satisfaction with USAID-supported services continues to improve and new business support offices are being set up in previously under

served non-metropolitan areas. The number of firms exporting is limited and efforts are being made to broaden Egypt's export base.

USAID support to Egyptian business associations is accelerating membership growth and building private sector capacities to articulate policy and regulatory reforms and increasing electronic networking with the outside world. Associations have succeeded in establishing new export facilities and facilitated adoption of improved seeds and IT.

In FY 2000, USAID-supported agricultural policy reforms included: a) collecting and publishing gender-disaggregated, farm-level agricultural data; b) new regulations allowing private cold storage services facilities at Cairo Airport; c) a new policy and program for private sector pest management services for cotton; d) improved criteria for collecting agricultural production and farm income data; e) consolidating port inspection of refrigerated imports, resulting in faster turn-around times for refrigerated containers exporting fresh produce; and f) eliminating requirements for testing new varieties of vegetable seeds entering the country from Organization for Economic Cooperation and Development (OECD) countries. By FY 2003 new policies are expected to promote additional competitiveness and employment opportunities within the greater agricultural sector, pursue measures to further stimulate and protect private investment in agricultural and related product research and establish regulations and procedures for expanding exports of fish.

Under IR 16.3, Opportunities for Business Growth Enhanced, USAID has helped improve the efficiency and transparency of Egypt's capital market by strengthening the regulatory authorities as well as the major institutions such as the stock exchange and the Central Depository. Despite the FY 2000 economic slow down, new shares issued increased by 19.5 percent (LE 1.240 billion equivalent to \$326 million) over 1999. By 2003, expected results include strengthened consumer protection through a new investor protection fund and a broadened capital market through new financial instruments such as convertible bonds and securitized mortgages. In addition, regulatory authorities will be further strengthened through new surveillance and enforcement procedures.

During CY 2000, USAID supported Small- and Micro-Enterprise Development Institutions (NGOs, a private bank, and a credit guarantee company) disbursed 113,000 loans valued at LE 321 million (equivalent to \$84.5 million) to more than 42,300 borrowers and generating an estimated 35,000 new jobs. More than 90 percent of these borrowers had no prior access to credit from formal financial institutions. Approximately 33 percent of the total number of loans are at the poverty level (\$300), of which 32 percent are extended to women.

USAID will begin implementing its new information and communication technology activity (ICT), focussing directly on promoting IT to enable the private sector to compete effectively in both domestic and international markets. The activity will help create a transparent legal and regulatory environment for telecommunications and e-business, introducing e-government and e-business pilots and promoting the use of IT through public awareness, and enhancing IT companies' capabilities.

The Private Sector Commodity Import Program (CIP) increased trade and investment, jobs, and productivity for Egyptian private sector firms. During FY 2000, the CIP financed 661 commercial transactions totaling \$221 million, with 16 transactions destined for economically disadvantaged areas of Upper Egypt totaling \$6.8 million. A total of 248 Egyptian firms benefited from the program, 34 percent of which are partially women-owned. The program continues to create sustainable trade relationships between Egyptian private sector importers and U.S. manufacturers and suppliers.

**Possible Adjustment to Plans:** USAID is modifying the design of its economic policy reform program, Development Support Program (DSP), to make more explicit those reforms critical to improving the trade and investment environment in Egypt as well as increasing flexibility in the reform program to enhance emphasis on implementation. Finally, the progress under the privatization program has been severely hampered by adverse economic conditions and uncertain political will. USAID has informed the GOE that without significant improvements in the performance of this program over CY 2001, resources will be shifted away from support for privatization activities and put to higher performing uses in promoting trade and investment. USAID is designing a new activity to provide technical assistance to support Egyptian efforts to reform customs policies and procedures. The activity will focus on reforming the legal, regulatory and policy framework of customs administration in a manner consistent with WTO commitments. In addition, USAID is designing a new trade-focussed activity to help Egypt meets its commitments to the WTO and successfully compete in the new global marketplace.

**Other Donor Programs:** Other major donors involved in economic growth in Egypt include: the European Union, the World Bank, and the United Nations. Other donors include the Japanese, Canadians, and the Germans, in agriculture, textiles, exports and trade, and small and micro-enterprise lending.

**Principal Contractors, Grantees or Agencies:** Nathan Associates; intellectual property rights; Chemonics International; economic reform generally and capital market reform specifically; Barents; reforming the insurance market and private pension funds; the International Executive Service Corps; private sector market institutions; Carana and PricewaterhouseCoopers; privatization; the National Cooperative Business Association, Agricultural Cooperative Development International and Environmental Quality International; assisting small business programs; and RONCO and the Universities of Florida and California (Davis) supporting horticulture technology transfer.

<b>EGYPT</b>			
<b>STRATEGIC OBJECTIVE 16:</b> Environment for Trade and Investment Strengthened (2630016)			
<b>Indicator:</b> Index of Economic Freedom, Fraser Institute, Simon Fraser University			
<b>Unit of Measure:</b> Index Score: On a basis of zero to ten; higher scores indicative of greater economic freedom	Year	Planned	Actual
	1999*		6.5
<b>Source:</b> Fraser Institute's, Simon Fraser: University, Vancouver, British Columbia, Canada. <a href="http://www.fraserinstitute.ca">www.fraserinstitute.ca</a> , or <a href="http://www.weforum.org">www.weforum.org</a>	2000	6.6	N.A
<b>Comments:</b> * (Baseline: 1997) Using the Fraser Institute's published results over the coming decade will allow comparisons of Egypt's economic freedom, in index terms, with that of other countries—in other words, Egypt's economic freedom in relative terms, or rankings. The data lag-at least one year-presents a problem in R4 reporting. Other sources for similar data are being assessed.	2001	6.7	
	2002	6.8	
	2003	6.9	
<b>Intermediate Result 16.1:</b> Policy Framework for Trade and Investment Improved			
<b>Indicator:</b> Non-Petroleum Exports and Imports of goods as a percent of GDP			
<b>Unit of Measure:</b> Percent	Year	Planned	Actual
	98/99		22
<b>Source:</b> Ministry of Economy and Central Bank monthly and quarterly reports for trade data and GDP, Economic Intelligence Unit (EIU) for Economic Forecast for Egypt, and Ministry of Planning for GDP Secondary Source: Country Economic Memorandum, the World Bank, International Financial Statistics (IFS)	99/00	21	20
<b>Comments:</b> The value of imports and exports of non-petroleum products grew in nominal currency terms but did not attain the planned value as a percent age of GDP. In addition the composition of trade flows changed. Total exports increased by 30% while imports decreased due to the devaluation of the Egyptian pound, the shortage in foreign currency and the economic recession.	00/01	21	
	01/02	22	
	02/03	23	

<b>Intermediate Result. 16.1.1: Trade Barriers Reduced</b>			
<b>Indicator:</b> Progress in WTO compliance			
<b>Unit of Measure:</b> Percent (Cumulative)	Year	Planned	Actual
	1999/00		29.0
<b>Source:</b> WTO Trade Policy Compliance Review	2000/01	34.0	31.0*
Comments: Egypt faces 853 specific obligations to remain a full member of the WTO. Egypt has a grace period in which it must institute all of the required changes in current laws, regulations and procedures. The Anti-dumping Subsidies Body of the Ministry of Economy and Foreign Trade provided the WTO measures that Egypt had implemented according to its compliance schedule.	2001/02	44.0	
	2002/03	58.0	
	2003/04	70.0	
<b>Intermediate Result 16.1.5: Tax System more Conducive to Private Sector Development and Growth</b>			
<b>Indicator:</b> Decrease in the ratio of direct tax collections to total tax collections			
<b>Unit of Measure:</b> Percent	Year	Planned	Actual
	1999		33
<b>Source:</b> Ministry of Finance, Tax Department	2000	33	35
<b>Comments:</b> The direct tax ratio is higher than anticipated primarily because higher world oil prices contributed to higher than expected corporate tax receipts from the oil sector. In addition, the reforms to switch the tax impact away from production to consumption have not yet been undertaken although preparatory work is underway. There is a credible commitment to undertake these reforms but getting started has been slowed. Finally, the economic recession in the current 00/01 fiscal year is negatively impacting revenues.	2001	33	
	2002	32	
	2003	32	

\* Estimates provided by Robert Westscot, White House Economic Council, January 2001, USTR Report not yet available.

<b>Intermediate Result 16.2: Private Sector Competitiveness Increased</b>			
<b>Indicator:</b> Egypt's Current Competitiveness Index (CCI) Country rank			
<b>Unit of Measure:</b> Index for Egypt as a rank compared among 59 countries- the lower the rank the better the country's position	Year	Planned	Actual
	1999		43
<b>Data Source:</b> Primary Source(s): Global Competitiveness Report published by the World Economic Forum (Geneva, Switzerland 2000) Secondary Source(s): NA	2000	-	39
<b>Comments:</b> This index measures the conditions that determine a nation's sustainable level of productivity. Egypt's improved ranking is partly due to USAID technical assistance for adopting new technology and management practices that improve product development, marketing strategies, and business planning. Private sector businesses are becoming more sophisticated and responsive to global market needs. USG and other donor support to the public and private sector for implementation of policy reform has helped improve the business environment that enabled this slight improvement in Egypt's ranking.	2001	38	
	2002	37	
	2003	36	
<b>Intermediate Result 16.2: Private Sector Competitiveness Increased</b>			
<b>Indicator:</b> Increased exports in selected non-petroleum sectors			
<b>Unit of Measure:</b> Value in million US \$	Year	Planned	Actual
	98/99		52
<b>Data Source:</b> Primary Source(s): Annual Reports from the Egyptian Exporters Association based on CAPMAS data (Government of Egypt central agency for statistics) Secondary Source(s): USAID project reports from ALEB, ATUT, HEIA, IESC/CBS as well as Central Bank statistics	99/00	60	70
	00/01	72	
<b>Comments:</b> These are the sectors (textile and ready made garments, fresh horticultural produce, and processed food) where USAID has assisted private producers and exporters to adopt technology and meet standards to better compete in global markets. Improvements reflected in the Current Competitiveness Index of the World Economic Forum explain how exporters have achieved this success in spite of adverse exchange rate shifts that limited export growth. Private sector sources estimate exports in these selected sectors grew by up to \$90 million, so the CAPMAS official figure of \$70 million reported here should be viewed as a lower bound estimate.	01/02	86	
	02/03	103	

<b>Intermediate Result No. 16.3: Opportunities for Business Growth Enhanced</b>			
<b>Indicator:</b> The share of private sector in GDP			
<b>Unit of Measure:</b> Percent	Year	Planned	Actual
	98/99		72
<b>Primary Source(s):</b> Ministry of Economy and Foreign Trade Bulletin	99/00	73	73
<b>Comments:</b> GDP contributed by the private sector as a percentage of total GDP by Egyptian fiscal year starting July 1 and ending June 30. The indicator reflects the increase in private sector investments and participation in the Egyptian Economy.	00/01	74	
	01/02	75	
	02/03	76	
<b>Intermediate Result No. 16.3.3: Business Access to Finance Increased</b>			
<b>Indicator:</b> The value of small and micro enterprise (SME) loans extended			
<b>Unit of Measure:</b> Millions of Egyptian Pounds (LE)	Year	Planned	Actual
	1999		298
<b>Primary Source(s):</b> SME Management Information System, USAID/Cairo <b>Secondary Source(s):</b> Technical Assistance contractor quarterly reports	2000	300	321
	2001	350	
<b>Comments:</b> These results reflect USAID/Egypt's continuing commitment to increasing small and micro enterprises' access to credit and related services. In addition to the number of loans to borrowers with no previous access to credit, the program has established lending institutions that are operating on a self-sustaining basis, and serve as replicable models for the expansion of additional microfinance lending institutions throughout Egypt, particularly in disadvantaged areas, to meet the country's increasing credit needs. The indicator is also reflective of a successful poverty lending program, which increases women entrepreneur's access to credit and thereby to economic opportunities.	2002	400	
	2003	430	

## SO Text for SO: 263-017 Skills for Competitiveness Developed

**Country/Organization:** USAID Egypt

**Objective ID:** 263-017

**Objective Name:** Skills for Competitiveness Developed

**Self-Assessment:** Meeting Expectations

### Primary Links to Agency Strategic Framework:

60% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
20% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
20% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

**Link to U.S. National Interests:** Economic Prosperity

**Primary Link to MPP Goals:** Broad-based Growth

**Summary:** This is a new activity that is building on previous Mission programs in human resources development. It is on track since all the actions planned for its first year, and which are necessary for further implementation, have been achieved. These include the design of a Strategic Objective (SO); the development of a performance and monitoring plan; and the completion of needed scopes of work for procuring contractor services for the tourism cluster work, for the managing and monitoring contract and for implementing the non-governmental school initiative.

One of the most critical constraints to the competitiveness of Egyptian companies is the lack of an appropriately skilled workforce. Egyptian managers and workers do not have the skills required for modern competitiveness and new entrants do not enter the workforce with critical thinking and practical skills. One cause of this problem is the educational system's (basic, secondary, vocational and university) inability to produce workforce entrants with necessary



minimum skills. Long-term solutions require fundamental reforms to upgrade the quality of instruction, teacher skills and curricula. However, such reforms will take time to put in place and more time to produce results. In 1999, the Government of Egypt specifically cited human capacity development as one of Egypt's most pressing needs and asked for U.S. help in this area. This SO seeks to alleviate the skills gap in the short-term through workforce training interventions.

SO activities will focus on the achievement of three Intermediate Results (IRs) which are necessary for the achievement of the SO. These are (a) IR 17.1: Market Responsive Managerial Skills Increased; (b) IR 17.2: Market Responsive IT Skills Developed; and (c) IR 17.3: Increased Market Responsiveness of Training in Selected Sectors, improving the link between training providers and employers of skilled workforce in selected sectors.

In the area of management training leading to the achievement of the first IR, activities will focus on developing a cadre of private sector executives and managers with the knowledge, skills and commitment to use competitive management practices at the firm level. Examples of activities in this area include Senior Executive Program training by Harvard Business School, offered in Egypt and the U.S. for private and public executives; seminars to increase awareness of globally competitive practices; local management workshops for Egyptian managers; internship opportunities in the U.S. and Egypt for mid-level Egyptian managers; scholarships for Masters of Business Administration (MBA) and Masters of Business in Information Technology (MBIT) degree training for Egyptians; exploring the establishment of a world-class business school in Egypt; and the Basic Business Skills Acquisition (BBSA) program, which is equipping university graduates with essential computer, English language and management skills.

To achieve the second IR, USAID will support the establishment of an Egyptian Technology University (ETU), provide industry-standard certified IT training, and support an Egyptian initiative that will introduce personal computers and IT in non-governmental schools for use in K-12, and for use in school-based Community Access Centers that introduce IT to community adults.

In the area of improving Egyptian training capacity and relevance leading to the achievement of the third IR, activities will focus on strengthening both Egyptian private sector management and private sector training providers; encouraging the private sector to budget for training as an investment and not an expense and ensuring that training institutions provide training based on demand and growth areas. The intention is to change management attitudes and create an effective dialogue among the private sector firms and between the firms and the training providers to increase the pool of trained personnel who better meet the demands of a globally competitive economy.

USAID works closely with key Egyptian private sector leaders, NGOs and other institutions that have demonstrated an interest in improving the quality of Egypt's workforce and a commitment to using private sector resources to effect change. This SO is a private sector, demand-driven initiative. The SO seeks to leverage Egyptian private sector co-financing whenever possible. The SO has two main beneficiary groups. The first consists of Egyptian university students and graduates benefiting from the training and workforce development activities delivered under the SO, such as the Senior Executive Program, the BBSA program, the Certified IT Training

component, and the ETU activity. This beneficiary group increases its employability and productivity as a result of SO interventions. The second main beneficiary group of this SO consists of companies that will increase their competitiveness as a result of improved management practices gained from SO training and awareness raising activities and from the improved quality and productivity of employees benefiting from SO training. Other beneficiaries include school students and teachers in the non-governmental school initiative.

Some of the SO activities address crosscutting themes such as poverty alleviation and gender equity. For example, the BBSA recruits its trainees through youth centers, thus focusing on economically disadvantaged youth and enhancing their employment chances. The BBSA also targets geographically disadvantaged areas in Upper Egypt. MDI training provides reduced registration fees for women, thus encouraging their greater participation in Global Economy Seminars and other training events.

**Key Results:** Under this new SO, initial activities are now underway to improve the quality of the Egyptian workforce. The focus has been on improving managerial and information technology skills: (1) Currently, 1,062 Egyptians are undergoing one to three months of training in software applications certified by leading IT companies; (2) Thirty-three high level managers from the private sector and from the Government of Egypt (15 of whom were USAID-financed) will complete, by the end of March 2001, six weeks of advanced executive training provided by a leading U.S. business school; (3) Twenty-three candidates for MBA are enrolled in programs in the United States. After these programs are completed, the participants will be tracked to determine whether their training has resulted, within a year after its completion, in a change in their employment status from unemployed to employed and for those already employed, increased responsibilities or uses for their newly acquired skills. In addition to the above activities, there have been five Global Economy Seminars on practices of effective managers, globalization, managing change, marketing, customer service and global finance, reaching more than 2,100 Egyptian business men and women. These are being assessed for impact and an evaluation will be completed by March 31, 2001. USAID has also continued its collaboration with business associations in key industrial clusters to improve training in those sectors and with the Egyptian private sector to investigate the establishment of a world-class quality business school in Egypt.

In addition to the new activities, SO 17 now includes the University Linkages Program (ULP/II) implemented under Special Objective A in the 1996-2001 Mission Strategy. It was to expire on March 31, 2001, however, ULP/II activities have been extended to December 31, 2002 and folded into SO 17 to allow for the completion of on-going research grants. Activity implementation will continue.

ULP/II is meeting and exceeding its targets. Two indicators have been used over the past years to track performance and report on progress in the R4. The first indicator, the number of implemented research grants with significant end-user cost sharing reflects progress in achieving the first IR under the ULP/II, Increased End-User Demand for University Research Services. The target for this indicator is that 50 percent of a sample of implemented grants meet cost sharing requirements (40 percent of local currency cost of grants). This target has been met and greatly exceeded, since 87 percent of the grants (28 out of 32) that are close to conclusion

(defined as 70 percent or more of the duration of the grant completed) have satisfied and exceeded the cost-sharing requirement (193 percent of the required contribution made).

The second ULP/II indicator tracks progress on its third IR, Egyptian Development Problems Solved by Egyptian University Researchers. The indicator reflects economic benefits accruing to end-users from implementation of the results of research grants. The target of this indicator requires that 25 percent of a sample of completed grants have an internal rate of return exceeding 30 percent. Early results of an on-going assessment indicate that this target has been met and greatly exceeded. The assessment estimates other parameters reflecting actual and potential benefits such as payback period, net present value and cost benefit ratio, and non-monetary benefits.

**Performance and Prospects:** During FY 2001, the SO has undertaken the above activities and has advanced planning in connection with actions that will be designed to: (a) further the development of the tourism cluster so that training suppliers are more responsive to the skills requirements of businesses in the tourism sector; (b) assist the Ministry of Communications and Information Technology in plans to develop ETU; (c) advance the planning of key private sector individuals and institutions in connection with the development of a world-class business school in Egypt; (d) expand the number of participants entering MBA and MBIT programs in the United States to at least 50 per year; (e) assist the Future Generation Foundation, a local NGO, to expand from approximately 1,200 to 2,500 annually the number of college graduates participating in its basic business skills acquisition program and (f) initiate, in cooperation with the Ministry of Communications and Information and Technology, a pilot program to place computer equipment and accompanying instruction in a sample of non-governmental elementary and high schools.

A primary influence on these activities will be the rate of economic growth in Egypt. If this slows, the employment of individuals supported by the above activities and the use of their skills could be delayed until better economic conditions resume. FY 2002 and FY 2003 funding is planned to contribute to: (1) continue cluster development for the tourism cluster and expand cluster work to the IT sector; (2) provide support for the start-up of an ETU through linking it with a U.S. university and IT companies; (3) start up a world-class business school; (4) expand the MBA and MBIT component by 100 additional participants; (5) assist the Future Generation Foundation to expand coverage of the BBSA program from 2,500 to 3,600 annually; (6) fund technical assistance for a program introducing an IT component in K-12 non-governmental schools and fund hardware and software for ten of these schools and (7) provide an additional 1,000 to 1,500 certified IT training opportunities for university graduates.

**Possible Adjustments to Plans:** During the last 12 months a final design was developed and approved in which SO 17 interventions were better defined and pursuant to which new indicators were developed, as set forth in the attached data tables.

**Other Donor Programs:** Other donors active in workforce development are the European Union (skills training), Germany (school-to-work, Mubarak-Kohl Initiative), Canada (training for managers of small businesses), and the World Bank (loans for basic education and secondary education, with technical training and school-to-work training components).

**Principal Contractors, Grantees or Agencies:** Start-up activities that contributed to the design of this SO have been implemented by PriceWaterhouse Coopers for industrial cluster activities and PaL-Tech (an 8(a) firm) for management development and management seminar activities. Important local partners are the Future Generation Foundation and the Tourism Chambers Federation.

EGYPT			
STRATEGIC OBJECTIVE 17: Skills for Competitiveness Developed (2630017)			
Indicator 17a: Company Operations Index			
Unit of Measure: Index scores range from 1 to 7, with 7 best	Year	Planned	Actual
Source: The SO 17 Management and Monitoring Contractor reports based on semi-annual surveys of a sample of companies directly benefiting from SO interventions.	2000(B)	3.87	
	2001		
	2002	3.90	
Comments: This indicator covers a subset of best management practices identified by the World Economic Forum over the past five years to result in increased competitiveness of companies. The selected best practices are the ones directly affected by SO 17 interventions and cover approaches to human resource management, delegation of authority, compensation policies, marketing, customer orientation and quality of senior managers. The index is the average of scores of responses to these five questions.	2003	3.93	
	2004	TBD	
	2005	TBD	

<b>Indicator 17b: Company IT Use Index</b>			
<b>Unit of Measure:</b> Percent	Year	Planned	Actual
<b>Source:</b> The SO 17 Management and Monitoring Contractor reports based on a semi-annual survey of companies directly benefiting from SO 17 interventions	2000(B)	61	
	2001		
<b>Comments:</b> Index covers the sophistication and extent of company use of IT and the internet and is defined as the percentage of surveyed companies using IT in customer service, supplier relations, e-mail, e-commerce and as an information source, areas to which SO 17 training activities contribute directly.	2002	64	
	2003	67	
	2004	TBD	
	2005	TBD	
<b>Intermediate Result 17.1: Market Responsive Managerial Skills Increased</b>			
<b>Indicator 17.1b:</b> Percentage of employed "graduates" of USAID management training interventions who use skills acquired in training or have increased their job responsibilities as a result of the training received within one year of graduating			
<b>Unit of Measure:</b> Percentage.	Year	Planned	Actual
<b>Source:</b> The SO 17 Management and Monitoring Contractor's semi-annual reports	2000(B)	N/A	
	2001		
<b>Comments:</b> Progress on this indicator is significantly, but not exclusively, attributable to SO17 activities since other factors might contribute to the graduates' assuming greater responsibilities, such as longevity or to their increased productivity due to other training investments by the individuals or their companies. The lack of baseline data on the utilization of training in the workplace in general presents another difficulty.	2002	20	
	2003	25	
	2004	TBD	
	2005	TBD	

<b>Intermediate Result 17.2: Market Responsive IT Skills Developed</b>			
<b>Indicator 17.2a:</b> Percentage of "graduates" of USAID IT training interventions who were unemployed before training, are available for employment and placed in relevant jobs within one year.			
<b>Unit of Measure:</b> Percentage	Year	Planned	Actual
<b>Source:</b> Initially DT2 contractor and FGF cooperative recipient pre- and post-training information and follow-up data. In later years, surveys to be conducted by the Management and Monitoring Contractor.	2000(B)	B%	
	2001		
	2002	B+5%	
<b>Comments:</b> In the earlier years, the indicator does not reflect longer-term interventions such as ETU establishment, as these will start contributing to the indicator only after several years. Another limitation is the subjectivity in estimating reasonable targets. A third limitation is the lack of employment data for Egyptian university graduates to be used as baseline data. Given their availability, we use general employment figures, which include contributions from unemployed individuals who are either uneducated or have a pre-university education.	2003	B+10%	
	2004	TBD	
	2005	TBD	

B = Baseline

<b>Intermediate Result 17.2: Market Responsive IT Skills Developed</b>			
<b>Indicator 17.2b:</b> Percentage of employed "graduates" of USAID IT training interventions who use skills acquired in training or have increased their job responsibilities as a result of the training received within one year of graduating			
<b>Unit of Measure:</b> Percentage	Year	Planned	Actual
<b>Source:</b> The SO 17 Management and Monitoring Contractor's semi-annual reports	2000(B)	N/A	
	2001		
<b>Comments:</b> Progress on this indicator is significantly, but not exclusively attributable SO17 activities since other factors might contribute to the graduates assuming greater responsibilities, such as longevity, or to their increased productivity such as other training investments by the individuals or their companies. Another limitation to this indicator is the subjectivity in determining targets. The lack of baseline data on the utilization of training in the workplace in general presents another difficulty.	2002	20	
	2003	25	
	2004	30	
	2005	TBD	
	2006	TBD	

## **SO Text for SO: 263-018 Access to Sustainable Utility Service in Selected Areas Increased**

**Country/Organization:** USAID Egypt

**Objective ID:** 263-018

**Objective Name:** Access to Sustainable Utility Service in Selected Areas Increased

**Self-Assessment:** Meeting Expectations

### **Primary Links to Agency Strategic Framework:**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
15% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
20% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
5% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
30% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
25% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
5% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

**Link to U.S. National Interests:** Economic Prosperity

**Primary Link to MPP Goals:** Broad-based Growth

**Summary:** This special objective results from the consolidation of the water/wastewater (W/W) and power/telecommunications (P/T) portfolios and represents USAID's plan to rationally close-out the 25-year infrastructure program. USAID programs are improving Egyptian access to more reliable, higher quality utility services. The program is "on-track" owing to progress under the intermediate results (IR): Enhanced Utility Services (IR 18.1), Improved Commercialization of Utilities (IR 18.2) and Establishment of an Appropriate Legal and Regulatory Framework (IR 18.3). Construction activities to enhance utility service coverage and reliability are primarily on schedule. The target for beneficiaries with new or improved utility services is 10.9 million by 2004 for W/W and 1.5 million by 2001 for telecommunications. Institutional assistance to improve the commercialization of utilities is on schedule. Legal/regulatory reforms necessary to provide incentives for improved utility performance and to encourage a shift toward greater reliance on private sector participation (PSP) are ahead of schedule in P/T and on schedule in W/W. Better infrastructure will provide the foundation for increased private investment. Enhanced W/W services will improve environmental quality and the health of millions of

Egyptians. The SpO supports the sustainable urbanization objective of the Agency environmental goal.

Under its 25-year urban infrastructure program, power sector programs have increased and improved 35 percent of Egypt's generating capacity. W/W programs have reached 20 million people. Telecommunications programs have financed expansion and improvements in the quality of services reaching several million customers. In concluding its infrastructure program, USAID will phase out of financing infrastructure construction and will place increased emphasis on supporting legal and regulatory reform in the sectors to create an enabling environment for the financial sustainability of utilities, increased PSP and improved services.

**Key Results:** SpO level results related to increased population served are expected in late 2001 due to the scheduled completion of some construction activities. However, significant results were achieved from 1999 to 2000 in cost recovery for the nine targeted W/W utilities, while the P/T sectors remained profitable despite slight declines in net income. The gains in W/W cost recovery are largely due to the success of USAID's institutional development efforts. Profitability in the P/T sectors is attributable to legal/regulatory reform as well as institutional strengthening support of USAID.

As noted in Table 18.c, operating cost recovery in the W/W sector increased from 61 percent to 72 percent. This represents substantial progress towards the goal of 91 percent coverage of operating expenses by 2004, given that six of the nine targeted utilities had operating and maintenance (O&M) cost recovery rates of about 35 percent to 40 percent when they were first established in 1995. USAID is assisting utilities to implement measures to maximize revenues and minimize costs, while supporting PSP transactions and tariff rate increases to improve cost recovery.

Tables 18.d and 18.e show that cost recovery in the P/T sectors declined slightly, yet cost recovery in both exceeds 100 percent, indicating sustained profitability. In power, recent progress in divestiture and restructuring of sector companies, creation of competitive market conditions through power pooling, out-sourcing of O&M services, construction of transmission lines for cross-border sales, and establishment of the power regulatory agency are likely to lead to improved cost recovery in the medium term. However, owing to the lag period before these reforms translate into higher earnings, Table 18.d targets for cost recovery in power reflect that rising costs and constant prices are expected to erode profitability in the near-term before efficiency gains are realized. In telecommunications, the Table 18.e target for year 2000 reflects the 40 percent salary increase necessary to bring Telecom Egypt (TE) staff salaries more in line with the private sector, as well as increased interest expenses associated with conversion to international accounting standards, both regarded as necessary to position TE as a competitively managed utility.

**Performance and Prospects:** In power, USAID programs have promoted sector reform. USAID supported a Government of Egypt (GOE)-led effort to restructure the national power authority into a private sector-like holding company to facilitate divestiture of generation and distribution units into seven electricity companies and the recent establishment of a regulatory agency. Private investment has been encouraged through several "build-own-operate-transfer"



(BOOT) contracts that are generating over \$1 billion in new investment. Recent USAID assistance to the Egyptian Electricity Holding Company (EEHC) and the seven electricity companies introduced commercially oriented management and accounting practices.

Further unbundling of assets is planned in late 2001, as the seven companies will be restructured into five generation and seven distribution companies, as well as one transmission and dispatch company. Concurrently, USAID's construction program has shifted emphasis from building new capacity to helping improve the efficiency of existing plants and control centers that manage the electric power grids. Completion of two regional control centers will improve electricity service for two million residents, while an upgrade of the National Energy Control Center now benefits consumers nationwide.

In telecommunications, USAID technical assistance helped establish the Telecommunications Regulatory Agency (TRA) and enterprise-based management at TE. A Master Plan was completed in August 2000 that provides guidance to TE on providing internet and other value-added services. USAID capital assistance is introducing new efficient technology such as digital switch exchanges and the connecting lines to outside exchanges. By early 2002, digital switching will expand telephone service to about 1.5 million people.

In W/W, USAID supported the preparation of enabling legislation that will authorize the creation of a regulatory agency and repeal limitations on private investment. The new legislation, a cornerstone of IR 18.3, Legal and Regulatory Reform, was recently approved by the Cabinet and was revised to respond to GOE oversight agency requests. Assistance to the GOE in awarding private concessions facilitated private sector financing and management of W/W facilities in the North Suez Gulf and Nuweiba. Efforts to support private concessions, tariff rate reform and the establishment of the W/W regulatory agency are aimed at increasing sustainable access to market-based financing in the sector. Concurrently, under IR 18.2, Institutional Development efforts for nine utilities throughout Egypt are enhancing cost recovery and efficiency that will complement USAID capital assistance to expand and improve W/W service delivery to millions of customers. The majority of our W/W construction will be completed by 2005, benefiting about 11 million people.

W/W services have benefits for women and children, the former through increased productivity and timing savings and the latter through reduction of water-borne diseases. The W/W portfolio includes two community-based assistance programs that promote the involvement of women in hygiene education. In collaboration with United Nations Children's Fund (UNICEF), 500 volunteer women in 23 villages in Middle Egypt were trained to lead hygiene education campaigns as part of an integrated approach to environmental health. As part of a low-income community development project in Alexandria, a hygiene awareness campaign targeting women and girls complements a USAID-financed water distribution expansion.

**Possible Adjustments to Plans:** Procurement of construction services for the wastewater treatment facilities in Luxor has been delayed due to procurement-related factors beyond the Mission's control. This delay requires an extension of the Luxor wastewater activity, and therefore, the completion date of SpO 18 into 2005. P/T programs, originally scheduled to be completed by September 2002, were extended by one year to allow for completion of the last

group of subprojects. This R4 submission formally extends the SpO 18 completion date to September 30, 2005.

**Other Donor Programs:** USAID is the largest donor in the W/W sector. Other donors include the European Union, Great Britain and Italy in Cairo; Denmark in Aswan and Qena Governorates; Germany and the Netherlands in Alexandria; and the Netherlands in Fayoum. In P/T sectors, USAID's focus on policy and regulatory reforms is complemented by European Union and World Bank programs.

**Major Contractors and Grantees:** U.S. firms assist in implementing this program. These include ABB-SUSA, Morrison Knudsen, Morganti, Black & Veatch International, Camp Dresser & McKee, CH2M Hill, Harza Engineering, Metcalf & Eddy, PADCO, Hagler Bailly, Chemonics International, Advanced Engineering Associates, Deloitte Touche Tohmatsu, Duke Engineering Services, Pennsylvania Power and Light, Parsons/Gilbert Commonwealth International, General Dynamics, Nortel Networks, Hewlett-Packard, Macro Corporation, Kuljian, Bechtel/Nexant and K&M Engineering.

<b>SpO 18: Access to Sustainable Utility Services in Selected Areas Increased</b>			
<b>Performance Indicator 18.c:</b> Percent of operation and maintenance costs covered by collected revenue in the water and wastewater sector			
<b>Unit of Measure:</b> Percent  <b>Source:</b> Institutional development contractors	Year	Planned	Actual
	1999(B)		61
	2000	62	72
	2001	69	
<b>Comments:</b> Operation and maintenance costs are defined as labor costs plus operating costs minus interest and depreciation. The nine w/w utilities included are undergoing significant institutional changes with USAID assistance. The greater than anticipated revenues in year 2000 reflect an anomaly resulting from an unusual amount of arrears collected, regarded as a one-time occurrence. In the future revenues are expected to continue to increase but at the slower, projected rate. Improvement in cost recovery is attributable to improved accounting, increased metering, and automated customer registries, billing and collections.	2002	79	
	2003	87	
	2004	91	
<b>Performance Indicator 18.d:</b> Percent of operation and maintenance costs covered by revenue in the telecommunications sector			
<b>Unit of Measure:</b> Percent  <b>Source:</b> Telecom Egypt	Year	Planned	Actual
	1999(B)		149
	2000	137	138
<b>Comments:</b> Incorporated as a joint stock company in 1998, Telecom Egypt issued its first audited annual report in 2000 following conversion to International Accounting Standards. While Telecom Egypt remained highly profitable from 1999 to 2000, cost recovery dropped, mainly due to a 40% salary increase and increased interest expenses. The drop in the cost recovery target for Year 2000 relative to the baseline year reflects these salary and accounting system adjustments that are regarded as part of a largely one-time event necessary to position Telecom Egypt as a competitively managed utility service provider.	2001	138	
	2002	139	
	2003	140	

<b>SpO 18: Access to Sustainable Utility Services in Selected Areas Increased</b>			
<b>Performance Indicator 18.e:</b> Percent of operation and maintenance costs covered by revenue in the power sector			
<b>Unit of Measure:</b> Percent  <b>Source:</b> EEHC	Year	Planned	Actual
	1999(B)		108
	2000	107	107
<b>Comments:</b> The value of the indicator is the simple average of the ratio of “Total Operating Revenues” divided by “Total Operating Costs” for the 7 electric companies as reported by the Egyptian Electricity Holding Company. Rising generation costs are expected due to the shift from low-cost hydro to higher-cost natural gas. This is predicted to cause cost recovery to drop until the effects of unbundling and competition are felt. Further restructuring of the sector into separate generation and distribution companies, the establishment of a power pool and regulatory agency, will foster increased competition and efficiency. This will reduce operating costs and increase net income, thereby producing an increasing trend in cost recovery by 2003. Cross-border sales are also expected to contribute to higher earnings in 2 years.	2001	106	
	2002	107	
	2003	108	
<b>Performance Indicator 18.2.e:</b> Percent change (relative to baseline) in annual revenue per telephone line			
<b>Unit of Measure:</b> Baseline (zero represents no change in the baseline value of \$271/phone line/year); Planned (percent )  <b>Source:</b> Telecom Egypt	Year	Planned	Actual
	1999(B)		0
	2000	5	9.3
<b>Comments:</b> Average annual revenue per telephone line per year is the sum of all revenue divided by the total number of lines at the end of the previous year. Growth in the percentage change in average annual revenue per line is an indicator of increased usage and value added services. The indicator is a measure of the commercial value of Telecom Egypt and its profitability. Profitability is a key factor in attracting private investment and expansion of the telecommunications network.	2001	10	
	2002	15	
	2003	20	

**SO Text for SO: 263-019 Improved Management of the Environment and Natural Resources in Targeted Sectors**

**Country/Organization:** USAID Egypt

**Objective ID:** 263-019

**Objective Name:** Improved Management of the Environment and Natural Resources in Targeted Sectors

**Self Assessment:** Meeting expectations

**Primary Links to Agency Strategic Framework:**

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
15% 5.2 Biological diversity conserved  
40% 5.3 Sustainable urbanization including pollution management promoted  
15% 5.4 Use of environmentally sound energy services increased  
30% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

**Link to U.S. National Interests:** Global Issues: Environment, Population, Health

**Primary Link to MPP Goals:** Environment

**Summary:** Strategic Objective (SO) 19 seeks to improve management of Egypt's environment and natural resource (ENR) base in four targeted areas: 1) urban/industrial pollution; 2) Red Sea natural resources; 3) energy efficiency, and 4) Nile water resources. Two intermediate results (IRs) are key to the achievement of SO 19: (1) fostering public-private partnerships and (2) increasing investment in ENR best practices and technology. SO 19 results are realized through three program initiatives: the Egyptian Environmental Policy Program (EEPP), Cairo Air Improvement Project (CAIP), and the Agricultural Policy Reform Program (APRP). SO 19's ultimate customers include Egyptians from all walks of life and income levels, and both genders, with a particular emphasis on the active participation from national and local Government of

Egypt (GOE) authorities, business and Non-Governmental Organizations (NGO) communities, and individual communities such as those along the Red Sea coast. In FY 2003, APRP and CAIP will conclude; EEPP will continue.

The challenges facing sustainable development in Egypt are considerable. Egyptians rate solid waste as the top urban environmental issue. Cairo air pollutant levels are among the highest in the world, increasing morbidity and mortality risks and worker productivity losses. Sustaining the natural resource base that supports tourism, the second largest source of national income, requires proactive intervention. Egypt's growing economy requires institutions that promote energy efficiency. More full utilization of the abundant natural gas reserves helps maintain economic growth while reducing the risk of climate change. Efficient use of Nile water, Egypt's most precious resource, is needed to accommodate agricultural expansion, industrial growth and the burgeoning population.

Throughout Calendar Year (CY) 2003, SO 19 will continue to work with its intermediate customers, the public and private sectors and NGOs, to facilitate the adoption of policies and regulatory mechanisms and to create an institutional framework for improved environmental management. This will improve environmental conditions and the lives of Egyptian men and women.

**Key Results:** Activities under SO 19 contributed to an increase in public and private sector investment in environmental best practices and technologies and the privatization of key services.

USAID supported the efforts of the Ministry of Water Resources and Irrigation (MWRI) to improve Nile water management and water use efficiency. As a result of these efforts, institutionalization of stakeholder participation in Nile irrigation water management is progressing. APRP CY 2000 results include approval of a policy for adopting the Irrigation Management Transfer concept and promoting water users' participation in irrigation and drainage system management. Real value of agricultural production per 1000 cubic meters of Nile irrigation water rose in 1998/99 to LE 551 (exceeding our target), and is expected to reach LE 600 in 2001/02.

Sales of clean burning compressed natural gas (CNG) rose from 20.2 million gasoline gallon equivalents (GGE) to 28.795 million GGE in FY 2000, exceeding the expected level. Under CAIP, USAID promoted CNG use in the transportation sector through technology transfer including the importation of CNG bus components and garage equipment, as well as heavy vehicle emission testing equipment. FY 2000 Egyptian counterpart CNG technology investments totaled approximately \$13.1 million in buses, support facilities and land. USAID also supported the development of CNG safety standards for fueling equipment and tanks and in FY 2000, provided \$17.3 million in Commodity Import Program loans to the private sector for environmental technology, of which \$7.4 million was for CNG fueling station equipment.

USAID assistance under EEPP led to Egypt's first solid waste management (SWM) privatization contract in the City of Alexandria that will improve the lives of over four million residents. By the end of FY 2002, USAID will have assisted in the privatization of SWM services in Southern

Cairo and Qaluybia governorates, reaching an additional eight million residents (approximately 40 percent of Greater Cairo). Through FY 2003, USAID will support governorate efforts to establish SWM policy and regulatory regimes that promote their role in contract performance management, as opposed to delivering SWM collection services and helping establish SWM enforcement capability.

In FY 2000, USAID assisted the Tourism Development Authority (TDA) in introducing environmental management systems (EMS) to Red Sea hotels, which included water/wastewater and solid waste reduction techniques and the use of renewable energy. The TDA implemented a pilot EMS program working with five hotels and issuing EMS guidelines to the tourism industry. USAID technical assistance has documented 50 percent decreases in water and energy consumption by hotels, and the Starwood Corporation (Sheraton) has adopted EMS for all 14 of its facilities in Egypt. The percentage of rooms on TDA-owned lands investing in environmental best practices rose from 38.1 percent to 43 percent in CY 2000 (exceeding the expected level), and will reach 59 percent by the end of CY 2003.

**Performance and Prospects:** USAID-financed water activities under APRP will continue through FY 2003 to strengthen public sector capacity and engage the private sector and community groups in managing Nile irrigation water. The MWRI has demonstrated proactive support to program activities and helped in fostering linkages with other relevant ministries. Through FY 2003, USAID activities will focus on building capacity within the MWRI and promoting participatory water management. By CY 2003, participatory irrigation water management techniques will cover an agricultural area twice as large as that from CY 2000.

In FY 2000, the largest lead smelter in Egypt curtailed production and initiated plans for relocation and rehabilitation as a result of CAIP-supported activities. The average concentration of airborne lead in the Shoubra Al Kheima district in northern Cairo fell by 50 percent during FY 2000 compared to FY 1999 levels. In FY 2002, USAID will support the Governor's efforts to ban operations of lead smelters in this heavily populated area of Greater Cairo. USAID supported the recent decision of the Ministry of Environment to publicize daily ambient air quality data. SO 19 will continue work in this area throughout FY 2003, building on the early warning system for air pollution episodes developed under CAIP. By the end of FY 2002, a pilot CNG bus fleet will be fully operational and particulate matter emissions from Greater Cairo's 4,500-transit bus fleet will be reduced through a diesel engine tune-up program.

Through FY 2003, USAID will continue to work with the TDA in establishing a land use zoning policy to promote environmentally sensitive development along the Red Sea coast; to strengthen the administration of the environmental impact assessment (EIA) process and to continue promoting environmental best practices among Red Sea tourism facilities. In CY 2003, 65 percent of tourism facilities will have received approval through the EIA process before initiating construction, compared to 25 percent in CY 2000. Furthermore, USAID will continue to improve management of Red Sea protectorates through technical assistance, training and technology transfer. The Egyptian Environmental Affairs Agency (EEAA) has invested in two new Red Sea ranger offices. The number of rangers assigned to Red Sea protectorates increased from six to 24 over the past 18 months and should reach 40 in CY 2003. Since, environmental

issues are nascent in Egypt and USAID support to this strategic sector is essential for conservation of the world's northernmost coral reefs.

In the energy sector, USAID provided assistance to the Energy Efficiency Council, which is completing a National Energy Efficiency Strategy Framework for Egypt (expected FY 2001). As a result of USAID technical assistance, energy efficiency service companies increased in number during CY 2000 from nine to thirteen, and should reach 21 in CY 2003. Thus energy services (including conversion to natural gas) will be offered competitively by that time and many of the new entrants are large market makers. USAID efforts in this sector are essential to reduce greenhouse gas emissions through a market-based policy approach.

Continuing through FY 2003, progress will be attained in the decentralization of environmental management by strengthening EEAA regional branch offices and governorate environmental management units. Issues of financial sustainability of key environmental sub-sectors will be addressed in part through user fee structures. Realizing the positive role public pressure can play, environmental awareness activities will continue and EEAA will identify environmental information to be publicly disseminated.

Also through FY 2003, support will continue for the preservation of Egyptian cultural heritage as a prerequisite for sustainable tourism. USAID grants for antiquities restoration will continue to cover all historical periods (Pharaonic, Graeco/Roman, Coptic and Islamic) in rapidly growing urban centers such as Alexandria, Medieval Cairo and Luxor.

**Possible Adjustments to Plans:** A 15-month no-cost extension to the EEPP Results Package (RP) from September 30, 2002 to December 31, 2003 will be implemented to finalize program results. This extension, which is within the completion date of SO 19, is needed due to delays in signing the bilateral agreement and the time it took to familiarize partners with this assistance mode.

**Other Donor Programs:** USAID is the largest donor focusing on management of the environment and natural resources in Egypt. Other donors that complement USAID's SO 19 activities include: the European Union, Finland, Switzerland, Japan, Great Britain, Canada, the Netherlands, the United Nations Development Program and the World Bank.

**Major Contractors and Grantees:** USAID implements ENR activities through contracts with the International Resources Group; PA Consulting; Nexant; the Academy for Educational Development; ABT Associates and Chemonics International, grants to the Food and Agriculture Organization and the American Research Center in Egypt (ARCE). USAID has an inter-agency agreement with the U.S. Environmental Protection Agency.



<b>EGYPT</b>			
<b>STRATEGIC OBJECTIVE (19):</b> IMPROVED MANAGEMENT OF THE ENVIRONMENT AND NATURAL RESOURCES IN TARGETED SECTORS (263019)			
<b>Indicator:</b> Real Value of Aggregate Agricultural Production per 1000 cubic meters of Nile water used in Agricultural			
<b>Unit of Measure:</b> Egyptian Pounds (LE)	Year	Planned	Actual
	97/98 (B)		535
	98/99	549	551
	99/00	562	
	00/01	579	
<b>Source:</b> Quantity of water was obtained from the Ministry of Water Resources and Irrigation <i>Annual Water Budget Sheet</i> . Estimates of aggregate production were obtained from the Ministry of Agriculture and Land Reclamation Annual Agricultural Statistics.			
	01/02	600	
<b>Comments:</b> The value of production pertains to 23 main crops in Egypt's "old lands" in the Nile Valley and Delta. <u>There is a one-year time lag in the reporting of agricultural statistics.</u>			
<b>Indicator:</b> Total volume of compressed natural gas (CNG) sold per year for transportation			
<b>Unit of Measure:</b> 1000 gasoline gallon equivalents of CNG	1999 (B)		20,200
	2000	28,300	28,795
	2001	33,100	
<b>Source:</b> Ministry of Petroleum	2002	35,000	
	2003	37,460	
<b>Comments:</b> Ministry of Petroleum data was verified with that of individual CNG suppliers.			
<b>IR 19.1 Foster Public Private Partnerships</b>			
<b>Indicator:</b> Number of Governorates with at least one new private sector solid waste management contractor			
<b>Unit of Measure:</b> Number of Governorates	1999 (B)		0
<b>Source:</b> Egyptian Environmental Affairs Agency register of GOE contracts with SWM companies.	2000	1	1
	2001	1	
	2002	2	
	2003	3	
<b>Comments:</b> None.			

**IR 19.2 Increased Investment in ENR Best Practices and Technology**

**Indicator:** Percentage of hotel rooms in facilities located on TDA-owned lands in the Red Sea region, which instituted best practices

<b>Unit of Measure:</b> Percentage of rooms	1999 (B)		38.1 %
Source: Field checking of all tourism facilities located on TDA lands.	2000	42 %	43 %
	2001	47 %	
	2002	53 %	
	2003	59 %	

**Comments:** Only the more advanced best practices were included here (e.g. water/wastewater and solid waste reduction, energy saving controls, and use of renewable energy). Basic practices such as water recycling were excluded from this count because they are already adopted by most facilities.

## SO Text for SO: 263-012 Approaches to Sustainable Tourism Developed

**Country/Organization:** USAID Egypt

**Objective ID:** 263-012

**Objective Name:** Approaches to Sustainable Tourism Developed

**Self-Assessment:** Meeting Expectations

### Primary Links to Agency Strategic Framework:

60% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
30% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
10% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

**Link to U.S. National Interests:** Global Issues: Environment, Population, Health

**Primary Link to MPP Goals:** Environment

**Summary:** SpO D supports the environmental goal of the Mission Performance Plan and U.S. interests in global environment issues. Although previously reported under SO 8 of the prior strategic plan, SpO D activity has been integrated under SO 19 activities which includes a focus on sustainable tourism activities.

Egypt's cultural heritage is a vital resource for tourism, which is the highest source of foreign exchange. Egyptian antiquities are at risk, however, due to urban expansion. This in turn poses risk not only to the existence of those resources, but to the sustainability of tourism activities as well. USAID currently supports improved management of cultural resources. Activities under SpO D involve restoration and conservation of selected antiquities along the Red Sea coast and near Luxor.

Customers include organizations and individuals involved in and responsible for resource management and conservation, as well as investors and the labor force employed in cultural tourism.

**Key Results:** The natural resource model has been completed and two of the four previously reported cultural resource models have also been completed. The completed cultural resource models include Quseir Fort conservation and restoration and Pharaonic documentation and conservation feasibility studies. The completed work signifies establishment of a new tourist attraction on the southern coast of the Red Sea.

**Performance and Prospects:** Under the cultural resource management component, restoration of the 13th century murals in the Church of St. Anthony was completed in November 1999. This work also included upgrading the electrical and lighting systems and developing a site management plan. The restoration activity was inaugurated on March 1, 2001 (as part of the USAID 25<sup>th</sup> Anniversary celebrations). A book on the mural restoration will be published by Yale University Press in February 2002 and begin to generate additional resources for the monastery.

At St. Paul's Monastery, restoration of the mill room and refectory and displays of artifacts have been completed. A guidebook was published in December 1999. The discovery of mural paintings of significant cultural and historical value in the Cave Church of St. Paul's Monastery have led to further planned enhancements of this model component. Currently, the American Research Center in Egypt (ARCE) is completing documentation and structural-engineering studies required before undertaking the restoration work. If the structural engineering study determines that restoration can be safely undertaken, ARCE will begin mural painting conservation work at St. Paul's. It is estimated that this work will require two years to complete (Autumn of 2003).

**Possible Adjustments to Plans:** This will be the final year USAID/Egypt will report on SpO D. Henceforth, the Mission will review performance of antiquities activities through SO 19, Management of the Environmental and Natural Resources (ENR) in Targeted Sectors Improved.

**Other Donor Programs:** Other donors active in conservation of antiquities in Egypt include: France, Italy, United Nations Educational, Scientific and Cultural Organization (UNESCO), Germany and the Netherlands.

**Major Contractor and Grantees:** USAID implements antiquities restoration activities through a grant to ARCE.

<b>EGYPT</b>			
<b>STRATEGIC OBJECTIVE D:</b> Approaches to Sustainable Tourism Demonstrated (263012)			
<b>Indicator:</b> Effective models achieved			
<b>Unit of Measure:</b> Cumulative number of natural and cultural site development plans implemented	Year	Planned	Actual
	1996	0	0
<b>Source:</b> USAID reports	1997	6	4
	1998(T)	5	4
	1999	5	3
<b>Comments:</b> Performance data were collected from the American Research Center in Egypt	2000	5	3
	2001	5	3

## SO Text for SO: 263-020 Healthier, Planned Families

**Country/Organization:** USAID Egypt

**Objective ID:** 263-020

**Objective Name:** Healthier, Planned Families

**Self Assessment:** Meeting Expectations

### Primary Links to Agency Strategic Framework:

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
40% 4.1 Unintended and mistimed pregnancies reduced  
20% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
25% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
15% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

**Link to U.S. National Interests:** Global Issues: Environment, Population, Health

**Primary Link to MPP Goals:** Population and Health

**Summary:** The Strategic Objective (SO), "Healthier, Planned Families" contributes to the objectives of the Agency goal of "World Population Stabilized and Human Health Protected" and the MPP population and health goals, along with the global issues interest.

The main measures of SO 20 success are targeted declines in infant mortality from 44/1000 in 1998 to 37.5/1000 in 2009, and in fertility from 3.4 in 1998 to 3.0 in 2009. To achieve targeted reductions and to ensure that reductions continue after USAID support is phased-out in 2009, three intermediate results (IR) are necessary. These are: (1) increased use of services by target populations, particularly the poor and vulnerable; (2) increased adoption of healthy behaviors and (3) increased sustainability of basic health services. The primary customers are Egyptian families, particularly those who lack access to basic health services. Within the family, the focus

is on vulnerable women and children. Overall, the national economy will be stimulated by the benefits of lower population growth, lower burden of disease and improved health.

**Key Results:** The 2000 Egypt Demographic and Health Survey (EDHS) demonstrates that strong results were achieved in population and health. For example, infant mortality rate (IMR) declined from 63 per 1,000 live births in 1995 to 44 in 2000, representing a reduction of over 29 percent. More than 55 percent reduction in IMR is observed if we compare the rates of those in the early 80s. This declining trend applies also to Upper Egypt where the IMR declined to 71/1000, down from 98/1000 in 1995. The total fertility rate declined to 3.5 from 3.6 (1995). Other key results include: the percent of children 12-23 months completely vaccinated reached 92 percent, up from 79 percent in 1995; confirmed polio cases fell from 35 cases in 1998 to 3 cases in 2000; an increase in the contraceptive (modern methods) prevalence rate to 54 percent from 46 percent in 1995; and 120,000 persons in Alexandria were registered under the first ever quality-assured program insuring basic health services provided by a family doctor. The percent of births whose mothers received four or more antenatal visits increased from just over 28 percent in 1995 to 37 percent in 2000. Similarly, the percentage of births attended by trained providers increased from 46 percent (1995) to nearly 54 percent in 2000. A national epidemiological surveillance unit was developed in the past year, and USAID technical assistance played a key role in enacting a national vehicle seat belt law. While the national use rates for Oral Rehydration Therapy (ORT) have not increased as planned, concentrated efforts in Upper Egypt have resulted in enhanced care of ill children in nine governorates. Community outreach and information campaigns have produced attitudinal change conducive to reducing Female Genital Cutting (FGC) and universal coverage of targeted children on two national polio immunization days.

**Performance and Prospects:** Impressive results achieved in population and health suggest that prospects are excellent for the achievement of continued reductions in mortality and fertility. Examination of the 2000 EDHS shows that the gap between Upper and Lower Egypt continues to narrow. Changes (between 1995 and 2000) in fertility and mortality, for instance, were greater in Upper Egypt than in Lower Egypt. Gender differences were negligible in terms of infant mortality, vaccination coverage and other health status indicators. Policy reforms supported by USAID contribute to the sustainability of SO 20 achievements: the expansion of the family doctor model and establishment of new insurance instruments, establishment of quality guidelines and facility accreditation mechanisms, changes which enhance the client experience in public clinics, and encouragement of NGO and private sector delivery of basic health services.

In 2001, USAID and its partners will design a new set of activities to ensure continued progress in health and population and ensure sustainability of basic health services. A planned health and population policy activity will be developed which involves capacity building and cash transfer for policy change and reform results will be tracked in future R4s. Emphasis will be placed on developing local capacity and funding to ensure a smooth transition and on moving towards greater integration of delivery, clinical and support services (e.g., training and information management) to achieve greater efficiency and impact.

USAID will continue to assist in the development of surveillance capacity that has focused on the decentralization of surveillance activities to the district and governorate levels. Sentinel surveillance sites for priority diseases have been established in one reference hospital in each of 12 of the 27 governorates. Plans to expand nation-wide are underway.

The FGC component was also integrated into different training activities conducted by the Healthy Mother and Healthy Child Project under the Ministry of Health and Population (MOHP). The MOHP/United Nations Family Planning Agency (UNFPA) has produced an FGC Kit, which covers FGC from the medical, legal, religious, cultural, social and media aspects. A need for the development of materials for the low literate has been identified and will be addressed. The 2000 EDHS revealed that although the prevalence of this practice is still high among ever-married women (97 percent), there are promising declines in women's approval of the practice from 82 percent to 75 percent and their intent to circumcise their daughters declined from 38 percent to 31 percent.

The Minister of Information dramatically increased the free airtime allocated to reproductive health messages under the Youth campaign. For the first time, family planning/reproductive health (FP/RH) spots aired during Ramadan, when TV viewing is highest and most expensive. Nearly one-half of the pharmacists in the commercial sector (5,000) have been trained to provide a greater range of contraceptives, including several new to the market. Sales of orals and injectables are increasing as a result. The Clinical Services Improvement Project recovered 35 percent of all operating costs from 86 high quality clinics. For the first time ever, all 14 Medical Schools in Egypt developed and now use a standardized FP/RH curriculum for its medical students.

Prospects are good for the achievement of results which will sustain reductions in mortality after USAID assistance is phased-out. Sustainability will be enhanced through: (1) health sector reforms such as increased funding for primary and preventive health care; (2) increased NGO and private sector participation; (3) strengthened MOHP institutional capacity to perform core public health functions (e.g. strategic planning, health promotion and disease surveillance and control); (4) gradual assumption by the Government of Egypt (GOE) of recurrent costs; (5) expanded training capacity; and (6) the development of leadership, managerial and technical capacity.

Prospects for the achievement of results which will sustain continued reductions in fertility after 2009 are far less certain because the Egyptian woman's average ideal number of children has remained static at 2.9 children for the past 12 years. Declines in fertility since 1988 reflect a reduction in unwanted fertility, largely through spacing, and couples' efforts to achieve their ideal 3 children. If fertility is to continue to decline to replacement level of 2.1, two things must happen: 1) the GOE and USAID will need to develop effective communication strategies to change public opinion on ideal family size and 2) appropriate interventions to increase contraceptive use for new families and for couples who have already had two children will be needed.

**Possible Adjustments to Plans:** The Mission conducted an interim Demographic and Health Survey (DHS) in 1997 and 1998. A full EDHS, involving interviews of some 15,000 women of



reproductive age, has provided valuable and objective evidence on sectoral performance every four or five years. Estimates derived from the interim DHS, however, involving about 1/3 as many interviews, have proved to be less consistent with the underlying trend line. At times, reliance on the interim DHS has led to under or over estimations of performance on key indicators. Thus, it has been proposed to add a new instrument to measure performance -- the Service Provision Assessment (SPA). The SPA is conducted in a representative sample of health facilities (stratified by size, location, public, NGO, etc.). Interviews with health workers, use of mystery clients and observation of provider-client practices will ensure objective information on the quality of services and information provided in key areas: such as adherence to quality standards and guidelines for family planning, maternal and child health, priority infectious diseases and facility and personnel management. The SPA would provide indicators on the "supply" side, and these are under development. The SPA would be conducted in alternate years, i.e., in years when the interim EDHS is not done.

**Other Donor Programs:** Effective donor collaboration is particularly important over the course of the new plan as USAID support to the sector is phased-out. The health and population donors' group will serve as the main mechanism to ensure a smooth transition. Also, a continuation of the successful health sector reform partnership between the GOE and the European Union, World Bank and USAID is critical to the achievement of sustainability results. Substantive support from the World Health Organization, European Commission, World Bank, UNICEF, UNFPA, and the Swiss Government complements that of USAID in achieving mutual objectives such as strengthening Egypt's infectious disease surveillance and control capacity, improving blood safety, improving maternal and child health services and expanding access to voluntary family planning.

**Major Contractors and Grantees:** John Snow International, Inc. and UNICEF under Healthy Mother and Healthy Child; Pathfinder International, Futures Group, MSH, Inc, under Population IV; the Population Council "Frontiers", The Future Group "Policy", Maximus, Abt Associates and partners under the Health Policy Support Program; University of Maryland under the Combating Edemic and Emerging Diseases; NGO and private sector participation will increase significantly through the life of the SO, and strong inter-agency collaboration will continue with the U.S. Naval Medical Research Unit, Centers for Disease Control and the Department of Health and Human Services; Measure II "Evaluation".

<b>EGYPT</b>			
<b>STRATEGIC OBJECTIVE NO. 20:</b> Healthier, Planned Families			
<b>Indicator:</b> Infant Mortality Rate (IMR)			
<b>Unit of Measure:</b> Average number of deaths of infants under one year of age per 1,000 live births.	Year	Planned	Actual
	1995		62.6
	2000	44	43.6
<b>Source:</b> EDHS 1995	2001**	-	
<b>Comments:</b> <u>Note 1:</u> The 1995 IMR baseline of 62.6 is an estimated average for the five-year period (1991-1995) preceding the 1995 EDHS. USAID has, in consultation with demographic experts, agreed to use results from the full EDHS (1995) to establish baseline targets. Results from the interim DHS will no longer be used for this purpose, since these estimates are far less reliable and robust than full EDHS results. <u>Note 2:</u> Planned targets are based primarily on past IMR trends and USAID anticipations. ** SPA will be conducted in these years	2002	42	
	2003**	-	
	2004	40	
<b>RESULT NO. 20.1:</b> Increased Use of Family Planning, Reproductive Health and Maternal and Child Health Services by Target Populations			
<b>Indicator:</b> Contraceptive prevalence rate (CPR) for modern methods.			
<b>Unit of Measure:</b> Percent of married women of childbearing age (15-49) currently using modern methods of contraception.	Year	Planned	Actual
	1995		45.5
	2000	50.5	53.9
<b>Source:</b> EDHS 1995	2001**	-	
<b>Comments:</b> <u>Note 1:</u> Under SO20 the Mission will monitor prevalence of <u>modern</u> methods as opposed to all methods. <u>Note 2:</u> Planned targets of a 1% annual increase in the use of modern methods of contraception are based on an analysis of trends over the past ten years and assessments by USAID and our partners of future program performance. ** SPA will be conducted in these years	2002	55.9	
	2003**	-	
	2004	57.9	

<b>Indicator:</b> Percent of births whose mothers received four or more antenatal visits			
<b>Unit of Measure:</b> Pregnant women receiving the recommended four or more antenatal care (ANC) visits	Year	Planned	Actual
	1995		28.3%
	2000	37%	36.7%
<b>Source:</b> EDHS 1995	2001**	-	
<b>Comments:</b> Note 1: Planned targets are based primarily on past ANC coverage trends and MOHP planning targets. ** SPA will be conducted in these years	2002	39%	
	2003**	-	
	2004	41%	
<b>RESULT NO. 20.3:</b> Sustainability of Basic Health Services Promoted			
<b>Indicator:</b> MOHP expenditures for primary/preventive health care per capita			
<b>Unit of Measure:</b>	Year	Planned	Actual
	1999 (B)		LE19.47
	2000	LE 20.25	
<b>Source:</b>	2001	LE 21.06	
<b>Comments:</b> <u>Note 1:</u> There is a targeted increase in MOHP expenditures on primary and preventive health care per capita of 4% annually. If targets are met, there will be a 40% inflation-adjusted increase per capita between 2000 and 2009. <u>Note 2:</u> Population projections are from CAPMAS and based on results of the 1996 national census. Note 3: Should the mission decide to proceed with a health policy reform agenda under DSP, new indicator(s) tracking progress on health sector reform, particularly increased participation of NGOs and the private sector, will be established in the R4.	2002	LE 21.90	
	2003	LE 22.78	

## SO Text for SO: 263-021 Egyptian Initiatives in Governance and Participation Strengthened

**Country/Organization:** USAID Egypt

**Objective ID:** 263-021

**Objective Name:** Egyptian Initiatives in Governance and Participation Strengthened

### Self-Assessment: Meeting Expectations

#### Primary Links to Agency Strategic Framework:

0%	1.1 Critical private markets expanded and strengthened
0%	1.2 More rapid and enhanced agricultural development and food security encouraged
0%	1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
40%	2.1 Rule of law and respect for human rights of women as well as men strengthened
0%	2.2 Credible and competitive political processes encouraged
40%	2.3 The development of politically active civil society promoted
20%	2.4 More transparent and accountable government institutions encouraged
0%	3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
0%	3.2 The contribution of host-country institutions of higher education to sustainable development increased
0%	4.1 Unintended and mistimed pregnancies reduced
0%	4.2 Infant and child health and nutrition improved and infant and child mortality reduced
0%	4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
0%	4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
0%	4.5 The threat of infectious diseases of major public health importance reduced
0%	5.1 Threat of global climate change reduced
0%	5.2 Biological diversity conserved
0%	5.3 Sustainable urbanization including pollution management promoted
0%	5.4 Use of environmentally sound energy services increased
0%	5.5 Sustainable management of natural resources increased
0%	6.1 Urgent needs in times of crisis met
0%	6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

#### Link to U.S. National Interests: Democracy

#### Primary Link to MPP Goals: Democracy and Human Rights

**Summary:** Activities under this special objective (SpO) support changes in governance and participation—changes for which there is significant governmental and non-governmental support in Egypt and which have the potential to expand into broader reforms. In this regard, USAID supports a stronger role for civil society as well as improvements in the administration of justice, which are designed to strengthen democratic initiatives that contribute to lawful governance. Three Intermediate Results (IRs) are key to the achievement of SpO 21: (1) improved capacity of civil society organizations (CSOs) to participate in development; (2) increased stakeholder collaboration for community level services and (3) improvements in selected areas of administration of justice. SpO 21's ultimate customers are the citizens of Egypt, staff of the two pilot court systems and approximately 5,000 judges and various Non-Governmental Organizations (NGOs).

An environment that encourages private sector job creation and a more sustainable resource base depends upon transparent and accountable governance, which in turn is founded on widespread citizen participation and the ability of institutions to respond. In Egypt today, there are two main forces pressing for reform: private sector actors empowered by economic reforms (who are most interested in improved governance of the economy) and NGOs and other elements of civil society (who are calling for improved and more responsive services). During the 1990s, the Government of Egypt (GOE) became increasingly responsive to the private sector, resulting in numerous improvements to economic governance. The GOE has begun to raise the profile of social development, with an emphasis on increased citizen participation and public/private partnerships to improve services and reduce poverty.

**Key Results:** With activities in support of civil society organizations (CSOs) and stakeholder collaboration for community level services just beginning, the most significant results achieved thus far are in the administration of justice. Due to the automation and re-engineering of the procedures for civil case filing, there has been a 50 percent reduction in civil/commercial case processing time at the pilot courts, from 22.4 months in 1997 to 11.4 months in 2000. As a result, commercial law cases are being resolved more expeditiously, which in turn is enabling the court system to become more responsive to private sector needs, thereby improving the environment for foreign and local investment.

As a result of training activities, e.g., modern court management and the use of computers and electronic legal databases, judges are now able to review a larger number of cases and accurately apply the law by having greater access to legal references. The combination of training as well as the increased use of computers by the judges and in the courts has contributed greatly to judges being more knowledgeable of Egyptian civil law, thereby resulting in a reduction in the civil/commercial case processing time at the pilot courts. To date, results achieved include: a 41 percent reduction in processing time in two pilot commercial courts; a 17 percent increase in business lawyers' confidence in pilot court efficiency and a 24 percent increase in judges' knowledge of Egyptian civil law. Most importantly, the Ministry of Justice (MOJ) remains committed to nationwide replication of the pilot court model.

**Performance and Prospects:** The NGO Service Center focuses on helping civil society organizations become full partners in the development process. After a delay of one year, which was reported in the FY 2002 R4, the NGO Service Center is now established. Full-fledged implementation began in April 2000. To date, the following achievements have been made: the full mobilization of the implementation team; the establishment of the Service Center in Cairo with two field offices (in Upper and Lower Egypt); the completion of an initial country-wide outreach effort and the announcement of the first Request for Applications for Grants, which was followed by 9 technical workshops conducted with 259 NGOs from 23 governorates. Three grants for approximately \$800,000 have been disbursed to support NGOs in the areas of environment and women's participation with a total of 23 sub-grantees, and 57 NGO representatives attended conferences and training activities in the areas of advocacy, networking, social development and management. A preliminary sustainability plan for the NGO Service Center has been developed.

During FYs 2001 and 2002, the Service Center will continue to focus on strengthening the capacity of individual NGOs in community relations and in their ability to manage development activities, in addition to continuing with undertaking measures for ensuring sustainability. The Service Center will also help intermediate NGOs provide support and specialized services to hundreds of smaller associations and will strengthen NGO collaboration with the government. Activities during the next year will include: the full operation of resource centers in Cairo and the two other regions; support for the formation of a gender-focused NGO network; delivery of 45 training events reaching 1,258 NGO representatives in the areas of advocacy, governance, and management; and the disbursement of 40 grants totaling \$2 million to improve services.

USAID is still awaiting the passage of the new NGO law, which is not expected to happen in the near future. In June 2000, two months into actual activity implementation, the Supreme Constitutional Court (SCC) ruled that Law 153/99 was unconstitutional on the grounds that it was not presented for the review to the Shura Council. The GOE reinstated Law 32/64, and the Minister agreed to a liberal interpretation of the previous law until a new law is passed. For instance, the Minister introduced “human rights” as one area to be permitted under the re-instituted Law 32. USAID will informally track developments in this area, and their impact on the state of civil society in general and the achievement of our results in particular.

The Collaboration for Community Level Services is the primary activity under IR 21.2. The purpose of the activity is to assist Egyptians to design and test methods of improving the management of essential community services provision through enhanced community participation. The technical assistance contract was recently signed and there are no results to report at this time. In 2002, the following is an illustrative list of the activities that will take place: conduct and analyze feasibility studies; develop criteria for the selection of four pilot sites; determine best practices and approaches for improved community service delivery; develop and implement mechanisms to increase stakeholder representation in local governance bodies; and begin implementation in at least two sites. By 2003, the activity will enhance stakeholder participation in local governing bodies by improving the management processes of essential community service delivery and facilitating public-private partnerships for service provision. An evaluation will be conducted in late 2003 to determine if the project should be extended and expanded to include nation-wide replication.

The third activity is Administration of Justice Support Project (AOJS). An independent mid-term evaluation noted successes in the court administration and judicial training fields, and concluded that the implementation methodology used by AOJS has been appropriate to the environment. Direct feedback from judges has confirmed the effectiveness of the activity’s training courses, study tours, and reengineering procedures.

The activities contributing to the establishment of model pilot court systems have been accepted for replication by the Ministry of Justice (MOJ). This is a good indication for prospects of reaching the 2002 target of having one pilot court system tested and accepted for nationwide replication by the MOJ. Activities implemented include the following: approximately 3,600 judges and judicial trainers and 3,250 court administrators received training in modern court management and the use of computers; an automated typing pool is fully functional in the pilot courts, which resulted in reduced case processing time and the timely delivery of judicial

services; and a computer literacy lab is successfully providing training in the use of computers and electronic legal databases.

During FYs 2001 and 2002, the activity will complete replication of the reforms in the second pilot court and continue with activities aimed at ensuring sustainability of all reforms.

**Possible Adjustments to Plans:** Under IR 21.3, the project assistance completion date (PACD) for the AOJS RP will be extended from 2001 to 2002. This extension will allow the Mission the opportunity to address the recommendations made in the mid-term evaluation, to make up for the lengthy delays caused by judges' involvement in two consecutive national elections thereby ensuring the sustainability of the activity's court reforms. Also, the Mission is currently discussing a proposed follow-on activity with the Government of Egypt. The proposed purpose of the follow-on activity will be to strengthen the Ministry of Justice's capacity to replicate the pilot court model in all commercial courts nationwide.

**Other Donor Programs:** USAID is the lead donor in the area of governance and participation. Multilateral donors working with civil society organizations include the United Nations Children and Education Fund, the European Union, and the World Bank. Other donors working in rural participation activities include the United Nations Development Program, the World Health Organization, the Netherlands, Canada, Britain, Italy, Denmark and Switzerland. USAID is the only donor working with the Ministry of Justice in support of its procedural reform program.

**Major Contractors and Grantees:** USAID implements its activities through two US PVOs, AMIDEAST and Save the Children, and one contractor, Development Associates.

<b>EGYPT</b>			
<b>SpO 21:</b> Egyptian Initiatives in Governance and Participation Strengthened			
<b>IR.21.1:</b> Capacity of Civil Society Organizations Improved to Participate in Development			
Indicator: <u># of targeted Civil Society Organizations</u> (in receipt of large grants) achieving a target percentage change in improvement on the Organizational Capacity Index on an annual basis.			
Unit of Measure: A detailed organizational assessment tool, referred to here as the Organizational Capacity Index, will be applied to all larger grantee organizations (in receipt of grants between \$100,000 & \$500,000). The Index will be developed by the NGO Service Center (NGOSC). Each grantee will be assessed annually. The target figures assume that 70% of current CSO grantees will achieve their target annual percentage improvement in organizational capacity. Semi-annual reports will indicate the total number of current CSO grantees. The target percentage improvement for each CSO grantee is fixed for the life of the grant and selected from a sliding scale based on the CSO's initial baseline score. CSO grantees with lower baseline scores must achieve higher annual percentage improvements in organizational capacity.	Year	Planned	Actual
	2000	0	
	2001	2	
	2002	18	
	2003	35	
Source: Semi-annual Results Reports submitted by the NGO Service Center.	2004	38	
Comments:	2005		
	2006		
	2007		
	2008		



<b>IR.21.1:</b> Capacity of Civil Society Organizations Improved to Participate in Development			
<b>Indicator:</b> <u># of targeted Civil Society Organizations</u> (in receipt of small grants) completing a designed activity in public-private dialogue or specified organizational improvement within the agreed period of the grant, on an annual basis.			
<b>Unit of Measure:</b> Each organization will design a specific activity to be completed during the period of the grant. The NGOSC will approve the activity and its completion benchmark. These organizations are in receipt of grants between \$500 and \$ 3000. The target figures assume that 60% of current CSO recipients of small grants will complete their designed activity in public-private dialogue or specific organizational improvement within the scheduled grant timeframe. Semi-annual reports will indicate the total number of current small CSO grantees.	Year	Planned	Actual
	2000	0	
	2001	4	
	2002	20	
	2003	21	
<b>Source:</b> Semi-annual Results Reports submitted by the NGO Service Center.	2004	16	
<b>Comments:</b>	2005		
	2006		
	2007		
<b>I.R 21.2:</b> Stakeholder Collaboration Increased for Community Level Services			
<b>Indicator:</b> <u>Milestones and percentage of achievement</u> in the establishment and implementation of mechanisms for Stakeholders collaboration to improve public services at the community level.			
<b>Unit of Measure:</b> Indicator measures the mechanisms that lead to the collaboration between community stakeholders, over a 3-year period, that allow for improved delivery of public services in selected communities. Qualitative performance measures will be used to assess the presence and nature of each milestone achieved. Milestones for measuring mechanisms that lead to collaboration (in each community) are: 1) Conduct community assessments (a. Identify community selection criteria - b. assessment of infrastructure and community needs – c. methods of local resource mobilization); 2) Identify and initiate collaboration with different stakeholders; 3) Provide training and technical assistance to local governing body as needed to increase capacity; 4) Initiate meetings between stakeholders organized by the local governing body ( <i>number of stakeholders, from different groups, participating in meetings to address community needs</i> ); 5) Service delivery contracted to a private sector provider; 6) Establish Pilot Community Network; 7) Assessment of project impact on key government officials.	Year	Planned	Actual
	2000		
	2001	1,2	
	2002	3,4,5	
	2003	6,7	
	2004		
	2005		
	2006		
	2007		
	2008		
<b>Source:</b> Findings of the field assessments of each community conducted by the contractor – records of stakeholder meetings – observation			
<b>Comments:</b>			

<b>Intermediate Result 21.3: Improvements In Selected Areas Of Administration Of Justice.</b>			
Indicator I : Selected pilot court systems tested and accepted for replication by Ministry of Justice			
<b>Unit of Measure:</b> MOJ acceptance with minor modifications	Year	Planned	Actual
	1997(B)	N/A	N/A
<b>Source:</b> MOJ record.	1998	N/A	N/A
<b>Comments:</b> One-time End of Project measurement	1999	N/A	N/A
	2000	N/A	N/A
	2001	N/A	N/A
	2002 (T)	YES	1
Indicator II: Average number of months from case filing to case completion in two pilot courts			
<b>Unit of Measure 1:</b> Reduction in case processing time	Year	Planned	Actual
<b>Source:</b> Independent verification of pilot court records by AOJS staff.	1997(B)		22.4
	1998	21.6	12.8
<b>Comments:</b> Data used is extrapolated from the average times between individual events. Note that the planned targets for FYs 2001 and 2000 have been purposefully adjusted to reflect on-the-ground implementation parameters. In late 2000, judges were involved in monitoring two consecutive national elections, making them absent from courts for lengthy periods of time, a factor that is expected to be reflected in the achievement of results in FY 2001. Accordingly the targets for FY 2001 and 2002 have been modified to take into account a situation that is expected to continue through a number of upcoming scheduled elections.	1999	18.3	12.9
	2000	16.6	11.4
	2001	13.3	
	2002(T)	13.3	

## SO Text for SO: 263-010 Increased Use of Information Services by the Legislature in Decision-making

**Country/Organization:** USAID Egypt

**Objective ID:** 263-010

**Objective Name:** Increased Use of Information Services by the Legislature in Decision-making

**Self-Assessment:** Meeting Expectations

### Primary Links to Agency Strategic Framework:

- 0% 1.1 Critical private markets expanded and strengthened
- 0% 1.2 More rapid and enhanced agricultural development and food security encouraged
- 0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable
- 0% 2.1 Rule of law and respect for human rights of women as well as men strengthened
- 0% 2.2 Credible and competitive political processes encouraged
- 0% 2.3 The development of politically active civil society promoted
- 100% 2.4 More transparent and accountable government institutions encouraged
- 0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded
- 0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased
- 0% 4.1 Unintended and mistimed pregnancies reduced
- 0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced
- 0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced
- 0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced
- 0% 4.5 The threat of infectious diseases of major public health importance reduced
- 0% 5.1 Threat of global climate change reduced
- 0% 5.2 Biological diversity conserved
- 0% 5.3 Sustainable urbanization including pollution management promoted
- 0% 5.4 Use of environmentally sound energy services increased
- 0% 5.5 Sustainable management of natural resources increased
- 0% 6.1 Urgent needs in times of crisis met
- 0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

**Link to U.S. National Interests:** Democracy

**Primary Link to MPP Goals:** Democracy and Human Rights

**Summary:** The purpose of this special objective is to increase the use of information services by the legislature in its decision making. The two results necessary to achieve this special objective are: (1) increased members' demand for improved information services; and (2) improved information services.

**Key Results:** For the Legislative Cycle (LC) 1999/2000, both assemblies, the People's Assembly (PA) and Shura Assembly (SA), were rated at level 3<sup>1</sup> on a five point scale for the SpO level indicator. Public policy analysis and analytic tools are being used in the legislative

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<sup>1</sup> See an explanation on five-point scale on the last page of this document.

process, much more so than in the past. However, they are not being used extensively nor are these tools being integrated into the legislative process. Progress has been made during the past year with the installation of a computer network in the Parliament and the provision of significant amounts of training for staff.

The indicator for the first intermediate result is “Members are requesting information from PA/SA information services.” The unit of measure for this indicator is the percentage of members requesting information. The planned target for 2000 was 35 percent for the PA and 30 percent for the SA. Both the PA and the SA have achieved an estimated score of 40 percent.

**Performance and Prospects:** After delays in 1998 and 1999, the activity picked up during the last quarter of 1999 and during 2000. Much of the activity was centered on establishment of a new computer network for the PA and SA. Servers, networking equipment, and workstations were purchased for the Parliament. Training was provided in the installation, use, and maintenance of the equipment. Training and technical assistance was also provided to assist the Parliament to develop software applications. There has been an increase in the use and appreciation of information technology. Training in research skills development, report writing, language, and computer skills was also provided to researchers and administrative staff.

Although progress in information services for the Parliament has not reached the targeted level of four for the SpO indicator, they are making significant strides towards realization of this goal. The newly established computer network will provide access by both staff and members to a great deal of information. Already, some staff is using computers for research and policy analysis. This is particularly true in budget analysis. The DSSP provided training to parliamentary staff in financial and budget analysis. Staff is using techniques acquired in these programs in preparing for the annual budget review. The computer network is being installed and will be fully functional within a few months. Staff has received basic training in the use of analytical tools. This provides the basis for increased use of analytic and policy tools in the Parliament. The new MPs in the PA have shown increased demand for research products from PA staff. This is probably the most important catalyst for the extensive use of public policy and analytic tools in the legislative process.

What is lacking, perhaps, is a clear vision and commitment on the part of the parliamentary management. Internal and public pressure, however, is forcing a change. In a recent full-page article in Al Ahram, the focus was on the information technology being used in the Parliament; in the article, the Speaker noted that Parliament’s use of information technology is a means to achieving democracy.

Under the first intermediate result, “Increased Demand for Improved Information Services,” data was not available for the SA. DSSP was, however, informed that the SA members have been demanding more data, information, and analyses than in earlier years. Most requests have gone to the SA computer center. Indications are that the SA has surpassed the 30 percent target and reached 40 percent.

Also, an analysis of the minutes from the PA shows that there is an increasing demand by members for better information services. These indications include requests to have the sessions’ agenda in hand well before sittings, as well as an insistence on the part of MPs that

they receive accurate data from government agencies concerning the issues under discussion. The content analysis also shows that there is an increase in the demand for hard and numerical information, especially on issues being debated, from 36.9 percent to 63.5 percent of the total use of information during the 1999/2000 legislative year. This was the last year of the 1995-2000 PA. Part of the increase in the demand for information may have come from the members' increased experience in parliamentary life. The analysis also shows that the use of information in oversight functions increased from 14.8 percent in the fourth year (1998/1999) to 40.2 percent during 1999/2000.

Finally, direct observation suggests that members are demanding improvement in the quality of information provided by the committees and the Parliamentary Research Center (PRC). As a result, the General Secretariat of the Parliament is reviewing the interface between research units within the Parliament and the internal structure of these units. Research units include the PRC, the PA computer center, the library, and the Research Services Unit. As a result of the review, the PRC has now has a board of trustees, including the Secretary Generals of the PA and the SA, in order to improve its services.

Under the IR entitled, "Improved Information Services," the target for both the PA and SA in 2000 was 35 percent. Due to political sensitivities, DSSP was not able to collect data directly from the Parliament for this indicator. Inside observations and individual discussions with members, however, indicate an increased level of satisfaction with information services in the PA, primarily the committees and the Library. The minutes' content analysis shows an increase in the debate over information used by MPs from 27.3 percent in 1998/1999 to 38.1 percent in 1999/2000, thus indicating that the information used in the plenary was more frequently questioned by other MPs and/or the government. In addition, more MPs referenced institutional sources of information (e.g. committees and the Library).

In the SA as well, members are clearly more aware of the Computer Center's services and efforts. Perhaps as many as 40 percent of the members have made an effort to acknowledge and express appreciation for the Center's work.

**Possible Adjustments to Plans:** None

**Other Donor Programs:** USAID is the major donor working with the legislature. From 1992-94 the United Nations Development Program granted the Parliament \$2 million to set up a computer center to service both chambers, financing basic hardware, software and preliminary computer literacy training for a limited number of staff. DSSP has built on this initial UNDP investment. UNICEF is funding workshops on gender issues for parliamentarians through 2000.

**Major Contractors and Grantees:** Associates in Rural Development is the principal contractor implementing this activity.

<b>Egypt</b>			
<b>STRATEGIC OBJECTIVE B:</b> Increased use of information services by the legislature in decision-making (2630010)			
<b>Indicator:</b> PA/SA* actions indicate that more information is being used in the decision-making process			
<b>Unit of Measure:</b> A 5-pt. rating scale is used to measure use of info. in legislative process (Please see annex for definition of scale)	Year	Planned	Actual
	1995 (B)	1/1 PA/SA	
	1996	1/1	1/1
<b>Source:</b> Legislative records, members	1997	2/2	2/2
<b>Comments:</b> Note that the Shura Assembly (SA) has an advisory role. Its functions rotate around debating issues, with no legislative or oversight functions. In addition, in comparison to the PA Minutes of Meetings, the SA Minutes of Meetings are re-edited and refined in a way that makes them an intellectual custodian of thoughts and attitudes more than legislative records. Please note that the main source of information was legislative records rather than interviews with members.	1998	3/3	2/2
	1999	4/4	2.5/2.5
	2000	4/4	3/3
	2001 (T)	4/4	

<b>Result No. B.1: Increased Members' Demand for Improved Information Services</b>			
<b>Indicator:</b> Members are requesting information from PA/SA information services			
<b>Unit of Measure:</b> Percentage of members requesting information	Year	Planned	Actual
	1995 (B)	PA 12%	
<b>Source:</b> Records of the library, committees, and Research Unit that track members' information requests	1996	15% (68)	15% (68)
	1997	20% (91)	N/A
	1998	25% (114)	27.5%
<b>Comments:</b> Universe = 454 PA Members and 264 SA members  Note that these percentages are determined based on data received UNOFFICIALLY from the Parliament. These data are confirmed by the content analysis of the PA Minutes of Meetings.	1999	30%	30%
	2000	35%	40%
	2001 (T)	30%	
	1995 (B)	SA 10%	
	1996	12%	12%
	1997	16%	N/A
	1998	20%	N/A
	1999	25%	25%
	2000	30%	40%
	2001 (T)	30%	

<b>Result No. B.2: Improved Information Services</b>			
<b>Indicator:</b> PA members' perceptions of improvements in information services			
<b>Unit of Measure:</b> Percentage of members who express satisfaction with information services	Year	Planned	Actual
	1995 (B)	PA 0% (0 Members)	
<b>Source:</b> Members	1996	15% (68)	15% (68)
<b>Comments:</b> Total Universe = 454 Members of the PA  Note that due to the lack of access to Members, it was not possible to use the main instrument for measuring this indicator (Members' questionnaires). Therefore, analysis of the PA Minutes of Meetings and estimates based on external sources were used to confirm achievement of target.	1997	20% (91)	N/A
	1998	25% (114)	22.5%
	1999	30% (136)	22.5%
	2000	35%	40%
	2001 (T)	40%	
<b>Indicator:</b> SA members' perceptions of improvements in information services			
<b>Unit of Measure:</b> Percentage of members who express satisfaction with information services	Year	Planned	Actual
	1995 (B)	SA 0% (0 Members)	
<b>Source:</b> Members	1996	10% (26)	10% (26)
<b>Comments:</b> Total universe - 264 SA Members  Note that due to the lack of access to Members it was not possible to use the main instrument for measuring this indicator (Members' questionnaires). Informal interviews with information service managers at the SA were used to confirm the achievement of target.	1997	15% (40)	N/A
	1998	25% (66)	34%
	1999	30% (79)	34%
	2000	35%	40%
	2001 (T)	40%	

The 5-point rating scale is defined as follows:

Level 1: Limited access to and impact of information on legislative actions; rhetoric predominates in legislative discourse, passive acceptance of executive initiatives and budget proposal predominates.

Level 2: Discourse references reliable facts and figures; reliable facts and figures on government performance (accountability, integrity) and on the budget (expenditure patterns, multi-year projections, audits) are sought, referenced, interpreted, and debated.



- Level 3: Public policy analysis and analytic tools used by Members, particularly key committees; legislative discourse references public policy analysis, analysis of implementation, and evaluation.
- Level 4: Public policy analysis and analytic tools used extensively and are starting to be integrated into the legislative process via committees and debates.
- Level 5: Information and analysis are integrated into the legislative process.

## SO Text for SO: 263-022 Basic Education Improved to Meet Market Demands

**Country/Organization:** USAID Egypt

**Objective ID:** 263-022

**Objective Name:** Basic Education Improved to Meet Market Demands

**Self-Assessment:** Meeting Expectations

### Primary Links to Agency Strategic Framework:

0% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
0% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
0% 2.2 Credible and competitive political processes encouraged  
0% 2.3 The development of politically active civil society promoted  
0% 2.4 More transparent and accountable government institutions encouraged  
100% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
0% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

**Link to U.S. National Interests:** Economic Prosperity

**Primary Link to MPP Goals:** Broad-based Growth

**Summary:** An educated, skilled workforce is necessary for Egypt to successfully compete in the global economy. However, Egypt's literacy rate lags behind regional competitors. SpO 22 focuses on expanding access and improving the quality and efficiency of formal and non-formal education to ensure that Egyptian learners from preschool through secondary education (with an emphasis on girls) will be better prepared with the skills and problem-solving abilities to meet the demands of the 21st Century. In 2000, 74% of girls in rural, Upper Egypt enrolled in primary school and dropout levels remained high. While this represents a significant increase of nearly 5% in enrollments for 1999 to 2000, access to education remains an acute problem in this area. Therefore, USAID targets its resources where gender imbalances are the greatest. During FY2000, SpO22's performance met expectations with accelerated implementation in crucial areas and with the successful launch of the New Schools Program (NSP) in Upper Egypt, the

cornerstone of support for girls' education. Key achievements in non-formal education, teacher training and secondary education also occurred and exceeded targets.

USAID support is provided to (1) demonstrate models of improved basic education (emphasizing girls and young women); (2) strengthen English language skills and improve teacher training; and (3) increase the capacity of secondary education to meet market demand. SpO 22's customers are largely those in the under-served areas of rural, Upper Egypt (especially girls ages 6-14, their families and communities), as well as Ministry of Education teachers and trainers, supervisors, private sector English language providers, and secondary school students.

**Key Results:** In FY2000, the NSP met or exceeded expectations with rapid mobilization and strong community participation during its first year. Gains have also been made in increasing girls' primary school participation in areas with significant gender gaps. The 2000 Egypt Demographic Health Survey reported that girls' enrollment in rural, Upper Egypt has risen 19.5% over five years. USAID/Cairo has contributed to this increase and will greatly increase its contribution to expanding access for the disadvantaged through the NSP. USAID-supported sustainable teacher training systems promoting new methodologies built capacity and were successfully integrated within the Ministry of Education this year, ensuring replication and sustainability. Designs for secondary education support and a model pilot reform program in Alexandria have been initiated. Dialogue with the Government of Egypt on a reform agenda continues.

**Performance and Prospects:** SpO 22 met or exceeded targets, particularly in supporting NGO models of quality basic education (emphasizing girls). A 4.2% increase in girls' primary school enrollments was achieved in rural, Upper Egypt, where USAID targets its resources. Major achievements include rapid mobilization and strong community participation in Minya Governorate. This includes putting the necessary infrastructure and training in place for this program in less than 12 months. Fifteen construction sites have been approved; 19 community education teams mobilized; 25 multi-grade schools established with trained facilitators; and 35 temporary classrooms established with trained teachers. There are now 1,698 girls enrolled in these schools. Despite high levels of poverty in these communities, contributions collected to date through the community education teams have reached the Egyptian pound equivalent of \$150,000. School construction, teacher training and community mobilization will expand to Beni Suef and Fayoum Governorates through FY2003. Upon completion, one thousand teachers will be trained for the NSP and 28,800 girls, in eighty communities managed by local parent/community teams and staff with trained teachers utilizing modern methodologies, will be enrolled each year in areas with the greatest gender imbalances.

Girls and young women benefiting from all USAID-funded formal and non-formal programs exceeded targets, reaching 20,535 this year. These programs resulted in expanded school access for the disadvantaged and quality improvements that improved student performance. Non-formal education through the "New Horizons" project, which provides girls with health, literacy, family planning, FGM and life-skills training, was expanded to 7,590 young women, reaching remote areas not otherwise served. "New Horizon" scholarships also enabled 1,449 girls to attend primary and preparatory school. Quality improvements in USAID-funded pilot community schools produced an average 98% pass rate among all girls taking the Year 3 and Year 4 exams.

Most of these girls, ages 9-14, were previously unenrolled yet they achieved the equivalent of three and four years of schooling in less than two years, as evidenced by their high pass rates. This demonstrated that quality classroom improvements lead to improved student achievement and higher retention rates. The Access to Primary Education and Literacy for Females (APEAL) project awarded 3,860 scholarships for the poorest girls to complete five years of primary school. This led to a 97% pass rate among those taking the exam, two-thirds of whom scored above 80% in testing.

Self-sustaining systems of quality teacher training promotes the use of new learning and teaching methodologies to improve student and teacher performance and to strengthen pre-service and in-service training. Targets for all activities were met or exceeded with 4,861 teachers and supervisors receiving direct, intensive training for replication to thousands more through the Ministry of Education (MOE) and Faculties of Education (FOE). The Integrated English Language Program-II (IELP-II) directly trained 3,438 teachers, supervisors, and FOE staff, increasing the number of qualified English language teachers in formal education and the private sector. A recent evaluation demonstrated a high degree of improved knowledge, skills and attitudes of trainees (over 80%). A further 1,423 teachers received training through the Master Teacher Exchange Program, CARE and LearnLink programs to improve teaching skills for multi-grade and community schools, and for the NSP. The first cohort of the planned 80 “Master Teachers” traveled to the U.S. this year for training. When they return they will train 1,000 teachers for the NSP. Although the LearnLink project ended it is being replicated, as are elements of the IELP-II project, by the MOE. Thousands of teachers and learners will benefit as these new learner-centered teaching methodologies are replicated and students and teachers improve their classroom performance.

Strengthening the capacity of secondary education to better meet market demand is on track with FY2000 targets fully met for pilot initiatives. Businesses are providing input to the technical secondary education curriculum, 33 business and school linkages are operational, and a total of 1,531 students are improving their basic skills in technical and vocational schools. A pilot job referral center led to 440 private sector requests and 185 placements (200 more are pending). Expanded Secondary Education and School-to-Work programs will undergo design during FY2001, based on the results of the successful pilots. Implementation will begin in FY2002 in Alexandria Governorate where there is strong political and private sector support to link private sector job requirements with public sector secondary education. There is high interest from business associations in two other governorates to replicate these pilots. A new program to accelerate education reform is under discussion for assistance. Initial activities are beginning in Alexandria with strong political support. Prospects for achieving results are good with collaboration strong at national, governorate and local level.

SpO 22 supports cross-cutting themes: gender, emphasizing girls’ and women’s education; poverty alleviation, through targeting the poorest communities of Upper Egypt; and public/private partnerships, through piloting of innovative efforts to improve secondary education to meet market demand. SpO 22’s Results Framework includes a revised SO that more accurately reflects program implementation, emerging developments, and new ADS200 series guidance. A new Intermediate Result 22.4 is included to promote education reform. At the SO level, SpO 22 will report against two indicators, including the percentage of male and

female learners, ages 11-15, enrolled in preparatory school in rural, Upper Egypt, as well as those over age 15, who enroll in post-preparatory education. Indicators reported below are revised to reflect minor changes in the Performance Monitoring Plan.

**Possible Adjustments to Plans:** In August 2000 the Ministry of Education requested USAID assistance in accelerating comprehensive education sector reform. As a result USAID is now developing a reform pilot in Alexandria Governorate, focusing on decentralization and quality improvements. Continued analysis, negotiation and design will occur in FY2001. In this context USAID/Cairo requests that the SpO 22 completion date be extended from 2003 to 2007 to accommodate this activity as well as continued work on models which improve access, quality and efficiencies of education. The proposed new objective statement for this new SO is “Improved Access, Quality and Efficiency of Basic Education (with an Emphasis on Girls).” The Education Annex provides further justification for this request.

**Other Donor Programs:** USAID is the largest bilateral donor in basic education, and donor coordination is strong. The World Bank and the European Union have a complementary program including teacher training and educational technology and activities to increase access. The World Bank, the German Bank for Reconstruction and Development and the multi-donor supported Social Fund finance school construction. Canada and UNICEF collaborate on a community small school program in geographic regions complementary to USAID's program.

**Major Contractors and Grantees:** CARE International; Save the Children; Centre for Development and Population Activities; Plan International; Academy for Educational Development; and Sesame Workshop.

EGYPT			
SPECIAL OBJECTIVE 22: Basic Education Improved to Meet Market Demands (263022)			
SO Indicator SpO 22-1: Percentage of learners ages 11-15, enrolled in preparatory school in rural, Upper Egypt.			
<p><b>Unit of Measure:</b> Percentage of learners, ages 11-15, enrolled in preparatory school in rural, Upper Egypt</p> <p><b>Source:</b> Egypt Demographic and Health Survey (EDHS)</p> <p><b>Comments:</b> The full 2000 EDHS confirmed a 15.8% increase over 5 years in preparatory school enrollments in rural, Upper Egypt. USAID is providing limited support for preparatory education through scholarships. Significant USAID support is targeted at increasing primary school enrollments, eventually increasing the numbers eligible for enrollment in preparatory school. USAID will report data as available, but does not claim credit for direct impact until learners graduate from NSP, beginning in 2007-2008.</p> <p><u>This SO level indicator is being reported for the first time.</u></p> <p>Data will be disaggregated by gender for tracking purposes.</p>	Year	Planned	Actual
	1995/96(B)	NA	57.2
	2000/01	NA	73.0
	2001/02	74	
	2002/03	75	
	2003/04	76	

<b>IR Indicator SpO 22-1.1:</b> Percentage of girls ages 6-10, enrolled in primary school in rural, Upper Egypt.			
<b>Unit of Measure:</b> Percentage of girls (ages 6-10) in rural Upper Egypt currently enrolled in primary education	Year	Planned	Actual
<b>Source:</b> Egypt Demographic and Health Survey	1995/96-B	—	54.5
<b>Comments:</b> Increases between 1995 and 2000 reflected a trend, rather than an absolute indication since the EDHS data was from a smaller data sample than the baseline. USAID-funded NGO activities in Upper Egypt supported this trend, but were too small to claim credit for the dramatic increase. The full 2000 EDHS (conducted every four to five years) was from a full sample and confirmed a 19.5% increase over 5 years. This has enabled USAID to revise planned numbers upward. USAID-funded NGO activities in Upper Egypt have contributed to increases in primary education enrollments although the construction of MOE and Al-Azhar also helped expand enrollments. The New Schools Program will significantly expand USAID's contribution to increases in girls' enrollments in rural, Upper Egypt as 28,800 girls will benefit annually by 2004. SPO22 will report data as available.			
	1997/98	63	62.5
	1998/99	65	68.7
	1999/00	67	69.8
	2000/01	73	74.0
	2001/02	75	
	2002/03	77	

<b>IR Indicator 22-1.2:</b> Girls receiving quality basic education through USAID interventions.			
Unit of Measure: Annual number of girls and young women receiving basic education through USAID-funded programs	Year	Planned	Actual
	1998/99	34,282	34,282 *
<b>Source:</b> Ministry of Education (MOE), Grantees and Contractors	1999/00	40,000	41,489 * prior cumulative
<b>Comments:</b> The indicator was revised in FY2000 to incorporate performance-monitoring changes. Previous “cumulative” targets are replaced with an “annual” for improved reporting. Previous cumulative targets were exceeded with 62,024 beneficiaries reached, exceeding the previous target of 60,000. Annual targets begin in 2000/2001. This includes only girls and young women benefiting directly through formal and non-formal programs (excludes millions of girls reached through the Egyptian “Sesame Street”). Targets were reached during the school year with one non-formal education activity reporting data through December 2000. These targets assume that 28,000 girls will benefit annually after 2004 and upon completion of the NSP (more than 1 million learners will benefit over the 40-year life span of each school). The 1998/99 and 1999/00 cumulative totals (*) are retained for reference purposes.	2000/01  annual targets begin	18,511	20,535
	2001/02	17,800	
	2002/03	22,484	
	2003/04	23,386	



<b>Result No. 22.2: Systems that Provide Sustainable Quality Teacher Training Supported</b>			
<b>IR Indicator 22.2-1: Number of teachers trained to use modern communicative &amp; learner-centered teaching methods</b>			
<b>Unit of Measure:</b> Annual number of teachers, supervisors, facilitators and teacher trainers <u>directly</u> trained to use modern communicative and learner-centered teaching methods	Year	Planned	Actual
	1998/99 (B)	0	6,560*
	1999/00	7,776	7,776* prior
<b>Source:</b> MOE, USAID, Grantees and Contractors	2000/01	4,474	4,861
<b>Comments:</b> The indicator was revised in FY2000 to incorporate performance-monitoring changes. Previous “cumulative” targets are replaced with an “annual” to improve reporting. Cumulative targets were exceeded with 12,698 beneficiaries, exceeding the previous target of 12,250. Annual targets begin in 2000/2001. Targets now include <u>all</u> teacher training programs yet capture only those “directly” trained. They do not include the thousands reached through cascade training by Faculty of Education and Ministry efforts. Because the New Schools Program and the Master Teacher Exchange Program are closely integrated, slight duplication could exist as a teacher may have participated in both programs. Contractors have been asked to avoid duplication in reporting.	2001/02	4,560	
	2002/03	4,293	
	2003/04	213	
<b>Result No. 22.3: Increased Capacity of Secondary Education to Meet Market Demand</b>			
<b>IR Indicator 22.3-1: Number of business/industry and school-to-work program linkages</b>			
<b>Unit of Measure:</b> Annual number of businesses and industries developing linkages and providing input to the technical secondary education curriculum	Year	Planned	Actual
	1998/99	0 (B)	0
<b>Source:</b> MOE, USAID, Private Sector Businesses and future Contractor	1999/00	0	3
	2000/01	8	33
<b>Comments:</b> These targets address establishment of linkages. The impact of these linkages depends on accurate labor market information being utilized by the education system to design market responsive programs and curricula, and on teacher and management training being included to maximize and sustain program achievements.	2001/02	40	
	2001/02	42	
	2002/03	45	

**R4 2003**

**Part III**

**RESOURCE REQUEST**

## Resource Request

### A. Overview

The assistance level for Egypt is expected to drop to \$615 million by FY 03. The pipeline level is expected to continue to drop over the planning period, from \$2.11 billion in FY 00 to \$1.4 billion in FY 03. With respect to workforce, the USDH level will continue to decline dropping from 60 in 2000 to 47 by the end of FY 03. FSN levels will decline from 279 in FY 00 to 232 by the end of FY 03.

### B. Program Resource Allocations

Planned ESF assistance levels are \$692.6 million for FY 01 (not including an additional \$2.9 million in recoveries), \$655 million for FY 02 and \$615 million for FY 03, continuing the annual \$40 million reduction in the Egypt earmark. The bulk of the funding continues to be allocated to Strategic Objective (SO) 16 for strengthened trade and investment, the centerpiece of the Mission's 2000-2009 strategy. Included in this SO are cash transfer and technical assistance programs in support of policy reforms and a commodity import program (CIP). Mission resources also are allocated to other important areas such as skills development, utility services, environment, health and family planning, governance, and basic education. Resource allocations for each SO reflect the needs of both ongoing and new activities included as part of the Mission's new strategy. For this R4 period, resources dedicated to traditional project assistance will represent less than forty percent of total planned obligations while planned CIP and cash transfer obligations will consume approximately sixty percent.

### C. Earmarks and Directives

Historically, a stable level of ESF appropriations has enabled the Egypt program to contribute extensively to Agency and Congressional priorities ("hard" or "soft" earmarks). However, the new strategic focus of the program combined with declining assistance levels will reduce the Mission's overall ability to contribute to earmarks and directives over the long term. The following table shows the Mission's estimated contributions to the different earmarks and directives:

	FY01	FY02	FY03 (\$Millions)
Agriculture	63.4	56.6	54.2
Microenterprise	10.0	20.0	10.0
Climate	8.4	10.8	0
POP	17.0	23.0	9.7
CSD	18.3	5.3	9.2

### D. Pipeline

The end-of-FY 00 pipeline was \$2.11 billion. Of this amount, \$1.3 billion was obligated during FYs 99 and 00. Almost 40 percent of the pipeline (\$828 million) is in infrastructure activities which are now entering the construction phase, and as a result their pipelines will be reduced

considerably. The policy reform pipeline (\$492 million) includes programs in different sectors, and pending actions will result in further reductions. The CIP pipeline is approximately \$284 million, which represents just under 18 months' requirements. The remaining \$509 million is in other projects and activities.

The Mission plans on obligating \$692.6 million in new obligations in FY 01 ( plus \$2.9 million in recoveries). Projected expenditures are \$888 million, leaving a pipeline of \$1.918 billion at the end of FY01. By the end of FY 02, the pipeline should drop to \$1.632 billion. The expected pipeline by the end of FY 03 will be approximately \$1.408 billion.

#### E. Workforce

During the planning period, the USDH workforce will decline from 60 in FY 00 to 56, 51 and 47 in FYs 01-03. The Egyptian staff level is expected to decline from 279 in FY 00 to 254, 246 and 232 in FYs 01-03. In addition, the USPSC level is expected to increase from 22 in FY 00 to 26 and 24 in FYs 01 and 02. The USPSC level will then drop to 19 in FY 03. Continuing flexibility to hire program-funded USPSCs will be important to minimize the impact of USDH cuts on program achievements and to accommodate the needs of new program areas included in the strategy. In addition, staffing plans include one Fellow, one NEP and two TAACs.

#### F. Operating Expense (OE)

In March 2001, USAID/Egypt moved into a new building constructed with GOE trust funds. As a result, office rental costs will be virtually eliminated in FY 02; however, the absence of lease costs will be partly offset by increased maintenance costs estimated at \$400,000 per year. Other variations in projected FY 01, 02 and 03 costs are due to inflation. The Mission continues to fund nearly all of its OE from Egyptian-owned local currency trust funds, rather than scarce appropriated dollars. Trust fund projections cover a mix of dollar and local currency expenses because the Mission is able to fund large amounts of dollar expenses by selling Egyptian pounds (LE) in exchange for dollars. As predicted in the FY 02 R4 submission, the value of the LE which had remained relatively stable (with only an insignificant variation in the exchange rate) over the past several years, has varied over the past 18 months, resulting in a change from 3.43 LE to over 4.0 LE to the dollar. Currently, the Government of Egypt has stabilized the Egyptian pound at a rate of 3.88; however, its future is unclear. We have used the average rate of exchange of 3.75 LE for all years presented in this request.

#### OPERATING EXPENSE BUDGET (\$000)

USAID/Cairo	FY 01	FY 02	FY 03
OE Costs	\$18,070.7	\$17,960.1	\$18,601.0
ICASS	\$956.7	\$1,050.0	\$1,000.0
Total	\$19,027.4	\$19,010.1	\$19,601.0

A major cost element for OE is the cost of USDH personnel movement based on projected levels for USDH. Cost categories are linked to USDH levels of 56 in FY 01, 51 in FY 02 and 47 in FY

03. Costs related to USDH levels, such as residential rent and utilities, are lower due to decreases in the number of units, but with reductions offset by inflationary increases.

Several cost (object classes) categories vary from FY 01 to FY 02 as follows:

- FSNDH (11.1) - Salary costs are assumed to increase due to step increases and inflationary adjustments.
- US Personal Services Contract Payments (11.8) - This increase is a result of inflationary adjustments and a net increase of two offshore USPSCs.
- Payment to FSN Voluntary Separation Fund FNDH (12.1) – This increase reflects full funding for employees hired after February 1982 who are expected to mandatorily retire in FYs 01 to 03.
- Office Security Guard Costs (25.2) - The decrease in FY 02 is due to a decrease in the number of local guards needed for the NOB.
- Vehicle Rental Costs (25.2) – Vehicle rental cost in FY 01 was increased due to the unanticipated one-time costs associated with the Mission celebration of 25 years’ assistance to Egypt.
- Operations and Maintenance of Facilities (25.4) – The overall decrease in FY 02 is a result of our move to the NOB, because in FY 01, the majority of costs in this category consisted of expenses associated with the return of the Mission’s IOB back to the landlord. The costs for FY 02 and 03 reflect the anticipated maintenance contracts for the NOB.
- Equipment (31.0) – The lower costs for residential furniture and equipment in FY 01 and 02 are due to the need to work off surplus inventory acquired before staff reductions were mandated; the increased costs for office furniture are to initiate a replacement program for non-modular furniture which is the worse for wear following three moves in three years.

The supplementary table for the capital investment fund is not applicable to USAID/Egypt.

**ENV Sub-Directive Amounts for FY 2001 Request**

<b>COUNTRY:</b>	<b>N/A</b>					
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

**ENV Sub-Directive Amounts for FY 2002 Request**

<b>COUNTRY:</b>	<b>N/A</b>					
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

# ENV Sub-Directive Amounts for FY 2002 Alternate Request

<b>COUNTRY:</b>	<b>N/A</b>					
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)



# ENV Sub-Directive Amounts for FY 2003 Request

<b>COUNTRY:</b>		<b>N/A</b>				
<b>S.O. # , Title</b>	<b>Total</b>	<b>Global climate change</b>	<b>Biodiversity</b>	<b>Environmentally sound energy</b>	<b>Urban and pollution prevention</b>	<b>Natural resource management</b>
SO 1:	0					
SO 2:	0					
SO 3:	0					
SO 4:	0					
SO 5:	0					
SO 6:	0					
SO 7:	0					
SO 8:	0					
<b>TOTAL PROGRAM</b>	0	0	0	0	0	0

[List of Objective ID numbers](#)

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY:		N/A							
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY:		N/A							
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:			N/A						
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:		N/A							
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Primary causes	Polio	Micronutrients	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 2:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 3:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 4:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 5:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 6:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 7:									
CSD	0								
Other	0								
	0	0	0				0	0	0
SO 8:									
CSD	0								
Other	0								
	0	0	0				0	0	0
Total CSD	0	0	0				0	0	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	0	0	0				0	0	0

Note: All funding for Malaria should now come from Infectious Diseases

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: EGYPT  
 Approp: ESF  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 16: Environment for trade and investment strengthened															
Bilateral	998,099	494,927	63,390	415,507		5,000		0					11,030	478,668	1,014,358
Field Spt		0												0	0
	998,099	494,927	63,390	415,507	0	5,000	0	0	0	0		0	11,030	478,668	1,014,358
SO 17: Skills for competitiveness developed															
Bilateral	14,603	15,000		2,400	1,050	11,550								5,463	24,140
Field Spt		0												0	0
	14,603	15,000	0	2,400	1,050	11,550	0	0	0	0		0	0	5,463	24,140
SO 18: Access to sustainable utility service in selected areas increased															
Bilateral	828,954	53,803				583		2,661				50,559		261,513	621,244
Field Spt		0												0	0
	828,954	53,803	0	0	0	583	0	2,661	0	0		50,559	0	261,513	621,244
SO 19: Improved management of the environment and natural resources in targeted sectors															
Bilateral	84,256	35,780				780						35,000		50,046	69,990
Field Spt		0												0	0
	84,256	35,780	0	0	0	780	0	0	0	0		35,000	0	50,046	69,990
SO 20: Healthier, planned families															
Bilateral	111,841	58,100				4,200	17,000	33,555	2,240	1,105				62,273	107,668
Field Spt		0												0	0
	111,841	58,100	0	0	0	4,200	17,000	33,555	2,240	1,105		0	0	62,273	107,668
SO 21: Egyptian initiatives in governance and participation strengthened															
Bilateral	28,052	11,092				672							10,420	14,281	24,863
Field Spt		0												0	0
	28,052	11,092	0	0	0	672	0	0	0	0		0	10,420	14,281	24,863
SO 22: Basic education improved to meet market demands															
Bilateral	46,760	23,900			12,580	11,320								15,395	55,265
Field Spt		0												0	0
	46,760	23,900	0	0	12,580	11,320	0	0	0	0		0	0	15,395	55,265
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	2,112,565	692,602	63,390	417,907	13,630	34,105	17,000	36,216	2,240	1,105		85,559	21,450	887,639	1,917,528
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>2,112,565</b>	<b>692,602</b>	<b>63,390</b>	<b>417,907</b>	<b>13,630</b>	<b>34,105</b>	<b>17,000</b>	<b>36,216</b>	<b>2,240</b>	<b>1,105</b>		<b>85,559</b>	<b>21,450</b>	<b>887,639</b>	<b>1,917,528</b>

### FY 2001 Request Agency Goal Totals

Econ Growth	481,297
Democracy	21,450
HCD	47,735
PHN	56,561
Environment	85,559
GCC (from all Goals)	8,400

### FY 2001 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country:  
 Approp: ESF  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 16: Environment for trade and investment strengthened															
Bilateral	1,014,358	515,830	56,556	440,965		7,809		0					10,500	511,092	1,019,096
Field Spt		0													0
	1,014,358	515,830	56,556	440,965	0	7,809	0	0	0	0		0	10,500	511,092	1,019,096
SO 17: Skills for competitiveness developed															
Bilateral	24,140	19,013		4,944	4,563	9,506								12,592	30,561
Field Spt		0													0
	24,140	19,013	0	4,944	4,563	9,506	0	0	0	0		0	0	12,592	30,561
SO 18: Access to sustainable utility service in selected areas increased															
Bilateral	621,244	0												256,621	364,623
Field Spt		0													0
	621,244	0	0	0	0	0	0	0	0	0		0	0	256,621	364,623
SO 19: Improved management of the environment and natural resources in targeted sectors															
Bilateral	69,990	47,780				2,780						45,000		58,584	59,186
Field Spt		0													0
	69,990	47,780	0	0	0	2,780	0	0	0	0		45,000	0	58,584	59,186
SO 20: Healthier, planned families															
Bilateral	107,668	44,650				4,116	22,720	13,501	3,200	1,113				59,212	93,106
Field Spt		0													0
	107,668	44,650	0	0	0	4,116	22,720	13,501	3,200	1,113		0	0	59,212	93,106
SO 21: Egyptian initiatives in governance and participation strengthened															
Bilateral	24,863	13,727				1,672							12,055	12,862	25,728
Field Spt		0													0
	24,863	13,727	0	0	0	1,672	0	0	0	0		0	12,055	12,862	25,728
SO 22: Basic education improved to meet market demands															
Bilateral	55,265	14,000			11,200	2,520	280							30,000	39,265
Field Spt		0													0
	55,265	14,000	0	0	11,200	2,520	280	0	0	0		0	0	30,000	39,265
SO 8:															
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
Total Bilateral	1,917,528	655,000	56,556	445,909	15,763	28,403	23,000	13,501	3,200	1,113		45,000	22,555	940,963	1,631,565
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>1,917,528</b>	<b>655,000</b>	<b>56,556</b>	<b>445,909</b>	<b>15,763</b>	<b>28,403</b>	<b>23,000</b>	<b>13,501</b>	<b>3,200</b>	<b>1,113</b>		<b>45,000</b>	<b>22,555</b>	<b>940,963</b>	<b>1,631,565</b>

### FY 2002 Request Agency Goal Totals

Econ Growth	502,465
Democracy	22,555
HCD	44,166
PHN	40,814
Environment	45,000
GCC (from all Goals)	10,800

### FY 2002 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country: EGYPT  
 Approp: ESF  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 16: Environment for trade and investment strengthened															
Bilateral	1,019,096	500,500	54,200	434,700		1,000		0					10,600	479,744	1,039,852
Field Spt		0													0
	1,019,096	500,500	54,200	434,700	0	1,000	0	0	0	0		0	10,600	479,744	1,039,852
SO 17: Skills for competitiveness developed															
Bilateral	30,561	22,130		2,213		19,917								24,357	28,334
Field Spt		0													0
	30,561	22,130	0	2,213	0	19,917	0	0	0	0		0	0	24,357	28,334
SO 18: Access to sustainable utility service in selected areas increased															
Bilateral	364,623	0												217,878	146,745
Field Spt		0													0
	364,623	0	0	0	0	0	0	0	0	0		0	0	217,878	146,745
SO 19: Improved management of the environment and natural resources in targeted sectors															
Bilateral	59,186	14,000				2,000						12,000		46,890	26,296
Field Spt		0													0
	59,186	14,000	0	0	0	2,000	0	0	0	0		12,000	0	46,890	26,296
SO 20: Healthier, planned families															
Bilateral	92,106	38,950				4,000	9,650	21,025	3,200	1,075				4,070	126,986
Field Spt		0													0
	92,106	38,950	0	0	0	4,000	9,650	21,025	3,200	1,075		0	0	4,070	126,986
SO 21: Egyptian initiatives in governance and participation strengthened															
Bilateral	25,728	20,420				1,000							19,420	15,825	30,323
Field Spt		0													0
	25,728	20,420	0	0	0	1,000	0	0	0	0		0	19,420	15,825	30,323
SO 22: Basic education improved to meet market demands															
Bilateral	40,265	19,000			17,100	1,900								50,000	9,265
Field Spt		0													0
	40,265	19,000	0	0	17,100	1,900	0	0	0	0		0	0	50,000	9,265
Bilateral		0													0
Field Spt		0													0
	0	0	0	0	0	0	0	0	0	0		0	0	0	0
TOTAL PROGRAM															
Total Bilateral	1,631,565	615,000	54,200	436,913	17,100	29,817	9,650	21,025	3,200	1,075		12,000	30,020	838,764	1,407,801
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>1,631,565</b>	<b>615,000</b>	<b>54,200</b>	<b>436,913</b>	<b>17,100</b>	<b>29,817</b>	<b>9,650</b>	<b>21,025</b>	<b>3,200</b>	<b>1,075</b>		<b>12,000</b>	<b>30,020</b>	<b>838,764</b>	<b>1,407,801</b>

### FY 2003 Request Agency Goal Totals

Econ Growth	491,113
Democracy	30,020
HCD	46,917
PHN	34,950
Environment	12,000
GCC (from all Goals)	0

### FY 2003 Account Distribution (DA only)

DA Program Total	0
CSD Program Total	0
<b>TOTAL</b>	<b>0</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.



### Washington and Overseas Workforce Tables

Org_ EGYPT																
End of year On-Board									Total	Org.	Fin.	Admin.	Con-	All	Total	Total
FY 2001 Estimate	SO 16	SO 17	SpO 18	SO 19	SO 20	SpO21	SpO22	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	10	2	6	5	3	2	3	31	10	4	2	5	3	1	25	56
Other U.S. Citizens	0	0	0	0	0	0	0	0	2	0	4	1	0	1	8	8
FSN/TCN Direct Hire	11	0	1	1	4	0	5	22	5	7	8	1	0	0	21	43
Other FSN/TCN	27	3	13	5	6	6	3	63	17	37	63	13	3	0	133	196
Subtotal	48	5	20	11	13	8	11	116	34	48	77	20	6	2	187	303
<b>Program Funded 1/</b>																
U.S. Citizens	4	1	6	0	2	0	1	14	2	2	0	0	0	0	4	18
FSNs/TCNs	3	0	5	2	4	1	0	15	0	0	0	0	0	0	0	15
Subtotal	7	1	11	2	6	1	1	29	2	2	0	0	0	0	4	33
Total Direct Workforce	55	6	31	13	19	9	12	145	36	50	77	20	6	2	191	336
TAACS									2						0	2
Fellows	1									1					0	1
PASA									1						0	1
Subtotal	1	0	0	0	2	0	1	4	0	0	0	0	0	0	0	4
TOTAL WORKFORCE	56	6	31	13	21	9	13	149	36	50	77	20	6	2	191	340

### Washington and Overseas Workforce Tables

Org_ EGYPT																
End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All	Total	Total	
FY 2002 Target	SO 16	SO 17	SpO 18	SO 19	SO 20	SpO21	SpO22	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff
OE Funded: 1/																
U.S. Direct Hire	10	2	3	5	3	2	3	28	9	3	2	5	3	1	23	51
Other U.S. Citizens								0	2	0	4	1	0	1	8	8
FSN/TCN Direct Hire	11	0	1	1	4	0	5	22	5	7	8	1	0		21	43
Other FSN/TCN	25	3	13	5	5	7	2	60	17	36	61	13	3		130	190
Subtotal	46	5	17	11	12	9	10	110	33	46	75	20	6	2	182	292
Program Funded 1/																
U.S. Citizens	4	1	6	0	2	0	1	14	1	1	0	0	0	0	2	16
FSNs/TCNs	2	0	5	2	4	0	0	13	0	0	0	0	0	0	0	13
Subtotal	6	1	11	2	6	0	1	27	1	1	0	0	0	0	2	29
Total Direct Workforce	52	6	28	13	18	9	11	137	34	47	75	20	6	2	184	321
TAACS	1							2							0	2
Fellows	1							1							0	1
IDIs								0							0	0
Subtotal	1	0	0	0	1	0	1	3	0	0	0	0	0	0	0	3
TOTAL WORKFORCE	53	6	28	13	19	9	12	140	34	47	75	20	6	2	184	324

### Washington and Overseas Workforce Tables

Org_ EGYPT End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2003 Target</b>	SO 16	SO 17	SpO18	SO 19	SO 20	SpO21	SpO22									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	9	2	3	5	3	1	3	26	8	3	2	4	3	1	21	47
Other U.S. Citizens	0	0	0	0	0	0	0	0	1	0	4	1	0	1	7	7
FSN/TCN Direct Hire	11	0	1	1	4	0	5	22	4	6	8	1	0	0	19	41
Other FSN/TCN	22	3	12	4	5	7	2	55	17	34	59	12	3	0	125	180
Subtotal	42	5	16	10	12	8	10	103	30	43	73	18	6	2	172	275
<b>Program Funded 1/</b>																
U.S. Citizens	4	1	2	0	2	0	1	10	1	1	0	0	0	0	2	12
FSNs/TCNs	2	0	3	2	4	0	0	11	0	0	0	0	0	0	0	11
Subtotal	6	1	5	2	6	0	1	21	1	1	0	0	0	0	2	23
Total Direct Workforce	48	6	21	12	18	8	11	124	31	44	73	18	6	2	174	298
TAACS								2							0	2
Fellows								1							0	1
IDIs								0							0	0
Subtotal	1	0	0	0	1	0	1	3	0	0	0	0	0	0	0	3
TOTAL WORKFORCE	49	6	21	12	19	8	12	127	31	44	73	18	6	2	174	301

### Washington and Overseas Workforce Tables

Org_ EGYPT								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
End of year On-Board	SO 16	SO 17	SpO18	SO 19	SO 20	SpO21	SpO22									
FY 2003 Request																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	9	2	3	5	3	1	3	26	8	3	2	4	3	1	21	47
Other U.S. Citizens								0	1	0	4	1	0	1	7	7
FSN/TCN Direct Hire	11	0	1	1	4	0	5	22	4	6	8	1	0	0	19	41
Other FSN/TCN	22	3	12	4	5	7	2	55	17	34	59	12	3	0	125	180
Subtotal	42	5	16	10	12	8	10	103	30	43	73	18	6	2	172	275
<b>Program Funded 1/</b>																
U.S. Citizens	4	1	2	0	2	0	1	10	1	1	0	0	0	0	2	12
FSNs/TCNs	2	0	3	2	4	0	0	11	0	0	0	0	0	0	0	11
Subtotal	6	1	5	2	6	0	1	21	1	1	0	0	0	0	2	23
Total Direct Workforce	48	6	21	12	18	8	11	124	31	44	73	18	6	2	174	298
TAACS					1		1	2							0	2
Fellows	1							1							0	1
IDIs								0							0	0
Subtotal	1	0	0	0	1	0	1	3	0	0	0	0	0	0	0	3
TOTAL WORKFORCE	49	6	21	12	19	8	12	127	31	44	73	18	6	2	174	301

USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission:	EGYPT
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Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004
Senior Management				
SMG - 01	5	5	5	5
Program Management				
Program Mgt - 02	2	2	1	1
Project Dvpm Officer - 94	14	10	9	6
Support Management				
EXO - 03	3	3	3	3
Controller - 04	4	3	3	3
Legal - 85	3	3	3	3
Commodity Mgt. - 92	2	2	2	1
Contract Mgt. - 93	5	5	4	4
Sector Management				
Agriculture - 10 & 14	2	2	2	2
Economics - 11	2	2	2	2
Democracy - 12	2	2	1	1
Food for Peace - 15	0	0	0	0
Private Enterprise - 21	0	0	0	1
Engineering - 25	0	0	0	0
Environment - 40 & 75	5	5	5	4
Health/Pop. - 50	3	3	3	3
Education - 60	4	4	4	3
<b>Total</b>	<b>56</b>	<b>51</b>	<b>47</b>	<b>42</b>

**GDOs:** If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.

**RUDOs:** do not forget to include those who were in UE-funded RUDO positions.

remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

Org. Title: USAID/EGYPT OPERATING EXPENSE (OE)  
Org. No: 263.0  
OC

		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0.0	998.2	998.2	0.0	1,098.0	1,098.0	0.0	1,207.8	1,207.8	0.0	1,207.8	1,207.8
	Subtotal OC 11.1	0.0	998.2	998.2	0.0	1,098.0	1,098.0	0.0	1,207.8	1,207.8	0.0	1,207.8	1,207.8
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	FNDH	0.0	63.4	63.4	0.0	69.8	69.8	0.0	76.8	76.8	0.0	76.8	76.8
	Subtotal OC 11.5	0.0	63.4	63.4	0.0	69.8	69.8	0.0	76.8	76.8	0.0	76.8	76.8
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	499.5	0.0	499.5	749.6	0.0	749.6	781.4	0.0	781.4	781.4	0.0	781.4
11.8	FN PSC Salaries	0.0	3,527.6	3,527.6	0.0	3,880.3	3,880.3	0.0	4,268.3	4,268.3	0.0	4,268.3	4,268.3
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 11.8	499.5	3,527.6	4,027.0	749.6	3,880.3	4,629.9	781.4	4,268.3	5,049.7	781.4	4,268.3	5,049.7
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	55.0	680.2	735.2	60.5	748.2	808.7	66.6	823.0	889.6	66.6	823.0	889.6
12.1	Cost of Living Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Home Service Transfer Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Quarters Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Other Misc. USDH Benefits	0.0	62.0	62.0	0.0	37.2	37.2	0.0	25.0	25.0	0.0	25.0	25.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	0.0	67.7	67.7	0.0	74.5	74.5	0.0	81.9	81.9	0.0	81.9	81.9
12.1	Other FNDH Benefits	0.0	268.3	268.3	0.0	295.1	295.1	0.0	324.6	324.6	0.0	324.6	324.6
12.1	US PSC Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	0.0	28.0	28.0	0.0	30.8	30.8	0.0	33.9	33.9	0.0	33.9	33.9
12.1	Other FN PSC Benefits	0.0	903.6	903.6	0.0	994.0	994.0	0.0	1,093.4	1,093.4	0.0	1,093.4	1,093.4
12.1	IPA/Detail-In/PASA/RSSA Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 12.1	55.0	2,009.8	2,064.8	60.5	2,179.8	2,240.3	66.6	2,381.8	2,448.4	66.6	2,381.8	2,448.4
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs		240.8	240.8		301.0	301.0		376.2	376.2		376.2	376.2

Org. Title: USAID/EGYPT OPERATING EXPENSE (OE)													
Org. No: 263.0													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	240.8	240.8	0.0	301.0	301.0	0.0	376.2	376.2	0.0	376.2	376.2
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	0.0	157.4	157.4	0.0	179.4	179.4	0.0	204.6	204.6	0.0	204.6	204.6
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0.0	61.7	61.7	0.0	39.6	39.6	0.0	50.0	50.0	0.0	50.0	50.0
21.0	Assignment to Washington Travel	0.0	61.7	61.7	0.0	39.6	39.6	0.0	50.0	50.0	0.0	50.0	50.0
21.0	Home Leave Travel	0.0	120.7	120.7	0.0	99.2	99.2	0.0	179.7	179.7	0.0	179.7	179.7
21.0	R & R Travel	0.0	111.6	111.6	0.0	180.0	180.0	0.0	120.6	120.6	0.0	120.6	120.6
21.0	Education Travel	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0	8.0
21.0	Evacuation Travel	0.0	54.9	54.9	0.0	54.9	54.9	0.0	54.9	54.9	0.0	54.9	54.9
21.0	Retirement Travel	0.0	14.4	14.4	0.0	21.6	21.6	0.0	21.6	21.6	0.0	21.6	21.6
21.0	Pre-Employment Invitational Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Other Mandatory/Statutory Travel	0.0	31.7	31.7	0.0	31.7	31.7	0.0	31.7	31.7	0.0	31.7	31.7
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	158.4	0.0	158.4	0.0	169.5	169.5	0.0	181.4	181.4	0.0	181.4	181.4
21.0	Site Visits - Mission Personnel	57.4	446.9	504.3	57.4	465.3	522.7	57.4	496.8	554.2	57.4	496.8	554.2
21.0	Conferences/Seminars/Meetings/Retreats	0.0	140.1	140.1	0.0	149.9	149.9	0.0	160.4	160.4	0.0	160.4	160.4
21.0	Assessment Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Impact Evaluation Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Recruitment Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Other Operational Travel	0.0	35.1	35.1	0.0	37.6	37.6	0.0	40.2	40.2	0.0	40.2	40.2
	Taxi Fare Reimb.-Other Than TA	0.0	1.0	1.0	0.0	1.0		0.0	1.0	1.0	0.0	1.0	1.0
	Subtotal OC 21.0	215.8	1,245.1	1,460.9	57.4	1,477.3	1,533.7	57.4	1,600.8	1,658.2	57.4	1,600.8	1,658.2
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	306.8	87.2	394.0	0.0	252.0	252.0	0.0	298.0	298.0	0.0	298.0	298.0
22.0	Home Leave Freight	0.0	39.5	39.5	0.0	33.4	33.4	0.0	55.3	55.3	0.0	55.3	55.3
22.0	Retirement Freight	0.0	40.0	40.0	0.0	60.0	60.0	0.0	60.0	60.0	0.0	60.0	60.0
22.0	Transportation/Freight for Office Furniture/Equip.	25.0	0.0	25.0	0.0	50.0	50.0	0.0	40.0	40.0	0.0	40.0	40.0
22.0	Transportation/Freight for Res. Furniture/Equip.	30.0	0.0	30.0	0.0	45.0	45.0	0.0	50.0	50.0	0.0	50.0	50.0
	Subtotal OC 22.0	361.8	166.7	528.5	0.0	440.4	440.4	0.0	503.3	503.3	0.0	503.3	503.3
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0.0	398.9	398.9	0.0	23.0	23.0	0.0	25.3	25.3	0.0	25.3	25.3
23.2	Rental Payments to Others - Warehouse Space	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental Payments to Others - Residences	0.0	1,221.9	1,221.9	0.0	1,224.1	1,224.1	0.0	1,128.1	1,128.1	0.0	1,128.1	1,128.1
	Subtotal OC 23.2	0.0	1,620.9	1,620.9	0.0	1,247.1	1,247.1	0.0	1,153.4	1,153.4	0.0	1,153.4	1,153.4
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	0.0	300.0	300.0	0.0	250.0	250.0	0.0	250.0	250.0	0.0	250.0	250.0

Org. Title: USAID/EGYPT OPERATING EXPENSE (OE)		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No:	263.0	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
OC													
23.3	Residential Utilities	0.0	300.0	300.0	0.0	285.0	285.0	0.0	270.0	270.0	0.0	270.0	270.0
23.3	Telephone Costs	0.0	350.0	350.0	0.0	300.0	300.0	0.0	300.0	300.0	0.0	300.0	300.0
23.3	IT Software Leases	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	IT Hardware Lease	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Commercial Time Sharing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Postal Fees (Other than APO Mail)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Other Mail Service Costs	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0
23.3	Courier Services	0.0	18.0	18.0	0.0	18.0	18.0	0.0	18.0	18.0	0.0	18.0	18.0
	Subtotal OC 23.3	0.0	978.0	978.0	0.0	863.0	863.0	0.0	848.0	848.0	0.0	848.0	848.0
24.0	Printing and Reproduction	0.0	20.0	20.0	0.0	18.0	18.0	0.0	18.0	18.0	0.0	18.0	18.0
	Subtotal OC 24.0	0.0	20.0	20.0	0.0	18.0	18.0	0.0	18.0	18.0	0.0	18.0	18.0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services	0.0	364.0	364.0	0.0	370.0	370.0	0.0	375.0	375.0	0.0	375.0	375.0
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	364.0	364.0	0.0	370.0	370.0	0.0	375.0	375.0	0.0	375.0	375.0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	0.0	625.0	625.0	0.0	500.0	500.0	0.0	500.0	500.0	0.0	500.0	500.0
25.2	Residential Security Guard Services	0.0	290.0	290.0	0.0	290.0	290.0	0.0	290.0	290.0	0.0	290.0	290.0
25.2	Official Residential Expenses	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0
25.2	Representation Allowances	2.6	0.0	2.6	2.9	0.0	2.9	3.2	0.0	3.2	3.2	0.0	3.2
25.2	Non-Federal Audits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Grievances/Investigations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Insurance and Vehicle Registration Fees	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Vehicle Rental	0.0	12.0	12.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0
25.2	Manpower Contracts	0.0	130.0	130.0	0.0	125.0	125.0	0.0	120.0	120.0	0.0	120.0	120.0
25.2	Records Declassification & Other Records Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2	Recruiting activities	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0
25.2	Penalty Interest Payments	0.0	20.0	20.0	0.0	18.0	18.0	0.0	18.0	18.0	0.0	18.0	18.0
25.2	Other Miscellaneous Services	15.0	664.5	679.5	15.0	485.0	500.0	15.0	455.0	470.0	15.0	455.0	470.0
25.2	Staff training contracts	0.0	307.1	307.1	0.0	428.0	428.0	0.0	403.0	403.0	0.0	403.0	403.0
25.2	IT related contracts	0.0	360.0	360.0	0.0	340.0	340.0	0.0	320.0	320.0	0.0	320.0	320.0
	Subtotal OC 25.2	20.6	2,418.6	2,439.2	20.9	2,201.0	2,221.9	21.2	2,121.0	2,142.2	21.2	2,121.0	2,142.2
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	956.7	0.0	956.7	1,050.0	0.0	1,050.0	1,000.0	0.0	1,000.0	1,000.0	0.0	1,000.0
25.3	All Other Services from Other Gov't. accounts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 25.3	956.7	0.0	956.7	1,050.0	0.0	1,050.0	1,000.0	0.0	1,000.0	1,000.0	0.0	1,000.0



[illegible]

Org. Title: USAID/EGYPT OPERATING EXPENSE (OE)		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 263.0		Dollars TF Total			Dollars TF Total			Dollars TF Total			Dollars TF Total		
OC													
TOTAL BUDGET		2,259.4	16,768.0	19,027.4	2,088.4	16,922.7	19,010.1	2,051.5	17,549.4	19,601.0	2,051.5	17,549.4	19,601.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases	60.0		60.0		60.0	
Exchange Rate Used in Computations	3.75	_____	3.75	_____	3.75	_____

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal: 95.7 105.3 115.8

Organization: USAID/EGYPT  
TFFSN Force

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	95.7	0	95.7	105.3	0	105.3	115.8	0	115.8
Withdrawals	140.696227	0	140.696227	154.7658497	0	154.7658497	170.2424347	0	170.2424347

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	26419.1	28317.8	27395.1	27395.1
Obligations	16768	16922.7	17549.4	17549.4
Deposits	18666.7	16000	16000	16000
Balance End of Year	28317.8	27395.1	25845.7	25845.7

**Exchange Rate**                      3.75                      3.75                      3.75

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0	0	0	0
Obligations	0	0	0	0
Deposits	0	0	0	0
Balance End of Year	0	0	0	0

**Exchange Rate**                      0.00                      0.00                      0.00

**Org. Title: USAID/EGYPT CONTROLLER OPERATIONS**  
**Org. No: 263.0**  
**OC**

		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH		190.1	190.1		209.1	209.1		230.0	230.0		230.0	230.0
	Subtotal OC 11.1	0.0	190.1	190.1	0.0	209.1	209.1	0.0	230.0	230.0	0.0	230.0	230.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH		9.0	9.0		9.9	9.9		10.8	10.8		10.8	10.8
	Subtotal OC 11.5	0.0	9.0	9.0	0.0	9.9	9.9	0.0	10.8	10.8	0.0	10.8	10.8
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0.0		0.0	160.0	160.0	160.0	160.0	160.0	160.0	160.0	160.0	160.0
11.8	FN PSC Salaries		689.5	689.5		758.4	758.4		834.3	834.3		834.3	834.3
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	0.0	689.5	689.5	0.0	918.4	918.4	0.0	994.3	994.3	0.0	994.3	994.3
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances		75.5	75.5		61.9	61.9		61.9	61.9		61.9	61.9
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits		5.0	5.0		0.0	0.0		0.0	0.0		0.0	0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH		14.2	14.2		15.6	15.6		17.2	17.2		17.2	17.2
12.1	Other FNDH Benefits		54.9	54.9		60.4	60.4		66.4	66.4		66.4	66.4
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC		5.9	5.9		6.5	6.5		7.1	7.1		7.1	7.1
12.1	Other FN PSC Benefits		171.8	171.8		189.0	189.0		207.9	207.9		207.9	207.9
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	0.0	327.3	327.3	0.0	333.4	333.4	0.0	360.5	360.5	0.0	360.5	360.5
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0

**Org. Title:** USAID/EGYPT CONTROLLER OPERATIONS  
**Org. No:** 263.0  
**OC**

		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs		20.5	20.5			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	20.5	20.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel		23.6	23.6		26.9	26.9		30.7	30.7		30.7	30.7
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field		20.7	20.7		1.8	1.8		0.0	0.0		0.0	0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel		6.3	6.3		6.2	6.2		17.6	17.6		17.6	17.6
21.0	R & R Travel		9.0	9.0		10.8	10.8		3.6	3.6		3.6	3.6
21.0	Education Travel		2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0
21.0	Evacuation Travel		0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel		2.2	2.2		2.2	2.2		2.2	2.2		2.2	2.2
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel		0.0	0.0		12.5	12.5		0.0	0.0		0.0	0.0
21.0	Site Visits - Mission Personnel	8.6	67.0	75.6	8.6	69.8	78.4	8.6	74.5	83.1	8.6	74.5	83.1
21.0	Conferences/Seminars/Meetings/Retreats		21.0	21.0		22.5	22.5		24.1	24.1		24.1	24.1
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel		5.3	5.3		5.6	5.6		6.0	6.0		6.0	6.0
	Subtotal OC 21.0	8.6	157.1	165.8	8.6	160.3	168.9	8.6	160.7	169.3	8.6	160.7	169.3
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight		60.0	60.0		10.0	10.0		0.0	0.0		0.0	0.0
22.0	Home Leave Freight		6.3	6.3		6.2	6.2		17.6	17.6		17.6	17.6
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.	3.8		3.8		7.5	7.5		6.0	6.0		6.0	6.0
22.0	Transportation/Freight for Res. Furniture/Equip.	4.5		4.5		6.8	6.8		7.5	7.5		7.5	7.5
	Subtotal OC 22.0	8.3	66.3	74.6	0.0	30.5	30.5	0.0	31.1	31.1	0.0	31.1	31.1
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space		59.8	59.8			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0

**Org. Title:** USAID/EGYPT CONTROLLER OPERATIONS  
**Org. No:** 263.0  
**OC**

		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.2	Rental Payments to Others - Residences		110.0	110.0		110.0	110.0		110.0	110.0		110.0	110.0
	Subtotal OC 23.2	0.0	169.8	169.8	0.0	110.0	110.0	0.0	110.0	110.0	0.0	110.0	110.0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities		45.0	45.0		37.5	37.5		37.5	37.5		37.5	37.5
23.3	Residential Utilities		45.0	45.0		42.8	42.8		40.5	40.5		40.5	40.5
23.3	Telephone Costs		52.5	52.5		45.0	45.0		45.0	45.0		45.0	45.0
23.3	IT Software Leases			0.0			0.0			0.0			0.0
23.3	IT Hardware Lease			0.0			0.0			0.0			0.0
23.3	Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3	Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3	Other Mail Service Costs		1.5	1.5		1.5	1.5		1.5	1.5		1.5	1.5
23.3	Courier Services		2.7	2.7		2.7	2.7		2.7	2.7		2.7	2.7
	Subtotal OC 23.3	0.0	146.7	146.7	0.0	129.5	129.5	0.0	127.2	127.2	0.0	127.2	127.2
24.0	Printing and Reproduction		3.0	3.0		2.7	2.7		2.7	2.7		2.7	2.7
	Subtotal OC 24.0	0.0	3.0	3.0	0.0	2.7	2.7	0.0	2.7	2.7	0.0	2.7	2.7
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1	Management & Professional Support Services		54.6	54.6		55.5	55.5		56.3	56.3		56.3	56.3
25.1	Engineering & Technical Services			0.0			0.0			0.0			0.0
	Subtotal OC 25.1	0.0	54.6	54.6	0.0	55.5	55.5	0.0	56.3	56.3	0.0	56.3	56.3
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards		93.8	93.8		75.0	75.0		75.0	75.0		75.0	75.0
25.2	Residential Security Guard Services		20.3	20.3		20.3	20.3		20.3	20.3		20.3	20.3
25.2	Official Residential Expenses			0.0			0.0			0.0			0.0
25.2	Representation Allowances			0.0			0.0			0.0			0.0
25.2	Non-Federal Audits			0.0			0.0			0.0			0.0
25.2	Grievances/Investigations			0.0			0.0			0.0			0.0
25.2	Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2	Vehicle Rental			0.0			0.0			0.0			0.0
25.2	Manpower Contracts		19.5	19.5		18.8	18.8		18.0	18.0		18.0	18.0
25.2	Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2	Recruiting activities		1.5	1.5		1.5	1.5		1.5	1.5		1.5	1.5
25.2	Penalty Interest Payments		3.0	3.0		2.7	2.7		2.7	2.7		2.7	2.7
25.2	Other Miscellaneous Services		99.7	99.7		68.3	68.3		68.3	68.3		68.3	68.3
25.2	Staff training contracts		46.1	46.1		64.2	64.2		60.5	60.5		60.5	60.5
25.2	IT related contracts		54.0	54.0		51.0	51.0		48.0	48.0		48.0	48.0

<b>Org. Title:</b>	<b>USAID/EGYPT CONTROLLER OPERATIONS</b>
<b>Org. No:</b>	<b>263.0</b>
<b>OC</b>	

		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
	Subtotal OC 25.2	0.0	337.8	337.8	0.0	301.7	301.7	0.0	294.2	294.2	0.0	294.2	294.2
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	143.5		143.5	157.5		157.5	150.0		150.0	150.0		150.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	143.5	0.0	143.5	157.5	0.0	157.5	150.0	0.0	150.0	150.0	0.0	150.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance		135.0	135.0		60.0	60.0		63.0	63.0		63.0	63.0
25.4	Residential Building Maintenance		90.0	90.0		82.5	82.5		75.0	75.0		75.0	75.0
	Subtotal OC 25.4	0.0	225.0	225.0	0.0	142.5	142.5	0.0	138.0	138.0	0.0	138.0	138.0
25.6	Medical Care		6.0			6.0			6.0			6.0	
	Subtotal OC 25.6	0.0	6.0	6.0	0.0	6.0	6.0	0.0	6.0	6.0	0.0	6.0	6.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs		13.5	13.5		15.0	15.0		16.5	16.5		16.5	16.5
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance		4.5	4.5		4.8	4.8		5.1	5.1		5.1	5.1
25.7	Vehicle Repair and Maintenance		4.5	4.5		4.5	4.5		4.5	4.5		4.5	4.5
25.7	Residential Furniture/Equip. Repair and Maintenance		4.5	4.5		4.5	4.5		4.5	4.5		4.5	4.5
	Subtotal OC 25.7	0.0	27.0	27.0	0.0	28.8	28.8	0.0	30.6	30.6	0.0	30.6	30.6
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials		135.0	135.0		120.0	120.0		112.5	112.5		112.5	112.5
	Subtotal OC 26.0	0.0	135.0	135.0	0.0	120.0	120.0	0.0	112.5	112.5	0.0	112.5	112.5
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.		16.5	16.5		26.3	26.3		30.0	30.0		30.0	30.0
31.0	Purchase of Office Furniture/Equip.		15.0	15.0		30.0	30.0		22.5	22.5		22.5	22.5
31.0	Purchase of Vehicles	22.5		22.5	22.5		22.5	18.8		18.8	18.8		18.8
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment		6.8	6.8		10.5	10.5		7.5	7.5		7.5	7.5
31.0	IT Hardware purchases		30.0	30.0		45.0	45.0		45.0	45.0		45.0	45.0
31.0	IT Software purchases		6.0	6.0		7.5	7.5		6.8	6.8		6.8	6.8
	Subtotal OC 31.0	22.5	74.3	96.8	22.5	119.3	141.8	18.8	111.8	130.5	18.8	111.8	130.5

Org. Title: USAID/EGYPT CONTROLLER OPERATIONS													
Org. No: 263.0		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		182.9	2,638.9	2,821.7	188.6	2,677.4	2,866.0	177.4	2,770.6	2,948.0	177.4	2,770.6	2,948.0

Additional Mandatory Information

<b>Dollars Used for Local Currency Purchases</b>	<u>4.86</u>		<u>4.86</u>		<u>4.86</u>	
<b>Exchange Rate Used in Computations</b>	<u>3.75</u>	_____	<u>3.75</u>	_____	<u>3.75</u>	_____

\*
If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:
20.1
22.1
24.3



Mission Strategic Obj.	Activity Description	Global Project NO	Global Project/Activity Name (INCLUDE SUB-AGREEMENT IF Appropriate)	Mission Priority	Duration of Activity	Estimated Funding (\$000)					
						Fiscal Year 2001		Fiscal Year 2002		Fiscal Year 2003	
						Obligated By	Obligated By	Obligated By	Obligated By	Obligated By	Obligated By
						Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
<b><u>S.O.16 Environment for Trade and Investment Strengthened</u></b>											
	Partnership for Competitiveness	936-4212	SEGIR Privatization, GBTI	High	4 Years	16,000	0	0	0	0	0
	TA for Policy Reform	TBD	TBD	High	6 Years	0	0	5,000	0	6,000	0
	Partnership in Economic Reform (PER),Corporate Tax Activity	TBD	SEGIR GBII	High	5 Years	8,000	0	0	0	0	0
	Evaluation and Assessments	TBD	AEP-1-00-00	High	5 Years	5,000	0	2,000	0	2,000	0
	<b>TOTAL</b>					<b>29,000</b>	<b>0</b>	<b>7,000</b>	<b>0</b>	<b>8,000</b>	<b>0</b>
<b><u>S.O. 17 Skills Developed for Competitiveness</u></b>											
	<b>TOTAL</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Sp.O. 18 Increased Access to Sustainable Utility</u></b>											
	Public - Private Partnerships/Water Sector Reform II	TBD	SEGIR/GBTI	High	2 Years	3,589	0	0	0	0	0
	Public - Private Partnerships/Water Sector Reform III	TBD	SEGIR/GBTI	High	1 Year	0		4,000			
	Water resource dispute resolution	TBD	Fostering Resolution of Water Res. Disbutes	Medium	2 Years	325	0	0	0	0	0
	<b>TOTAL</b>					<b>3,914</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>S.O.19 Improved Management of the Environment</u></b>											
	T.A. for EEPP Implementation (PSU)	TBD	Environmental Policy & Institutional Strengthening	High	4 Years	3,200	0	3,600	0	3,600	0
	T.A. for Monitoring and Evaluation System Implementation	TBD	Support for Economic Growth & Institutional Reform	High	4 Years	1,300	0	0	0	1,000	0
	T.A. for EEPP Implementation (Energy)	TBD	Energy and Environment IQC	High	2 Years	3,800	0	0	0	2,400	0
	T.A. for EEPP Implementation (Tourism)	TBD	Energy and Environment IQC	High	2 Years	3,600	0	0		2,300	0
	T.A. for EEPP Implementation (Pub.Awarness)	TBD	Env. Education & Communication Project	High	3 Years	1,800	0	1,800	0	0	0
	T.A. for EEPP Implementation (Alex SolidWaste)	TBD	Sustainable Urban Management	High	4 Years	0	0	4,000	0	0	0
	T.A. for EEPP Imp. (EGAC)	TBD	Environmental Policy & Institutional Strengthening	High	2 Years	1,000	0	500		0	
	<b>TOTAL</b>					<b>14,700</b>	<b>0</b>	<b>9,900</b>	<b>0</b>	<b>9,300</b>	<b>0</b>
<b><u>S.O. 20 Healthier Planned Families</u></b>											
	New Policy Project	936-3078	The POLICY Project	High	3 Years	1,000		800	0	500	0
	Measure	936-3038	Macro Int'l Inc.	High	3 Years	500	0	500	0	500	0
	Contraceptive Requirements	936-3057	Central Contraceptive Procurement	High	3 Years	4,000	0	3,000	0	2,000	0
	Technical Support for HPSP	936-3024	LTG Associates	High	3 Years	500	0	100	0	100	0
	Population Council	936-3086	Population Council	High	3 Years	200	0	200	0	200	0
	<b>TOTAL</b>					<b>6,200</b>	<b>0</b>	<b>4,600</b>	<b>0</b>	<b>3,300</b>	<b>0</b>
<b><u>Sp.O. 21 Egyptian Initiatives in Governance</u></b>											
	<b>TOTAL</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Sp.O. 22 Basic Education Improved to Meet Market Demand</u></b>											
	Education Reform Pilot Activity in Alexandria	TBD	Basic Education Policy Support	High	5 Years	500	0	2,500	0	3,000	0
	<b>TOTAL</b>					<b>500</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>3,000</b>	<b>0</b>
	<b>OPERATING UNIT TOTAL</b>					<b>54,314</b>	<b>0</b>	<b>28,000</b>	<b>0</b>	<b>23,600</b>	<b>0</b>

# **SUPPLEMENTAL INFORMATION**

## **ANNEXES**

## **22 CFR 216 COMPLIANCE ANNEX**

The Mission's Strategic Objectives and related activities are in compliance with previously approved Initial Environmental Examinations (IEEs) and Environmental Assessments (EAs). The Mission does not anticipate any issues related to the implementation of requirements under 22 CFR 216 in FY 2000. A threshold determination of environmental impact is made during the results package design process by the Mission Environmental Officer in consultation with the Results Package (RP) and Strategic Objective Team Leaders. The threshold determinations are submitted to the Bureau Environmental Officer for approval. Planned new activities or amendments to existing activities during FY 2000 are listed below.

### **1. ACTIVITIES REQUIRING ENVIRONMENTAL REVIEW:**

#### **1.1 New Activities**

SO 16      Evaluations and Assessments  
SO 20      Infectious Disease Surveillance and Response  
SO 20      Health Policy and Information  
SO 20      Communications for Healthy Life  
FT 800     Egyptian Center for Economic Studies (ECES)

#### **1.2 Activities/RP Amendments**

SO 16      Development Support Program  
SO 16      Growth through Globalization  
SpO 22     Girls Education  
FT 800     Egyptian Antiquities Grant

### **2. ENVIRONMENTAL REVIEWS/ASSESSMENTS IN PROCESS**

SO 20      Healthy Mother/Healthy Child: Negative Determination being processed  
SpO 18     Minya First-Stage Investment Program: EA being prepared  
SpO 18     Fayoum First-Stage Investment Program: EA being prepared  
SpO 18     Beni-Suef First-Stage Investment Program: EA being prepared

## **UPDATE RESULTS FRAMEWORK ANNEX**

### **Part A**

#### **Strategic Objective 16: Environment for Trade and Investment Strengthened**

- Result No. 16.1: Policy Framework for Trade and Investment Improved
  - Result No. 16.1.1: Trade Barriers Reduced
  - Result No. 16.1.2: Privatization & Commercialization Increased
  - Result No. 16.1.3: Information for Policy Making Improved
- Result No. 16.2: Private Sector Competitiveness Increased
  - Result No. 16.2.1: Management and Technology Adoption Improved
  - Result No. 16.2.2: Market Information Improved & Increased
  - Result No. 16.2.3: Investment Environment in Selected Sectors Improved
- Result No. 16.3: Opportunities for Business Growth Enhanced
  - Result No. 16.3.1: Financial Institutions and Markets Fortified
  - Result No. 16.3.2: Increased Access to Information Communication Technology
  - Result No. 16.3.3: Business Access to Finance Increased
  - Result No. 16.3.4: Increased Access to Business Services for Disadvantaged Groups

#### **Strategic Objective 17: Skills for Competitiveness Developed**

- Result No. 17.1: Market Responsive Management Skills Increased
- Result No. 17.2: Market Responsive Information Technology Skills Developed
- Result No. 17.3: Increased Market Responsiveness of Training in Selected Sectors

#### **Special Objective 18: Access to Sustainable Utility Services in Selected Areas Increased**

- Result No. 18.1: Utility Services Enhanced
- Result No. 18.2: Commercialization of Utilities Enhanced
- Result No. 18.3: Legal and Regulatory Framework for the Municipal Water, Power, and Telecommunications Sectors Established

#### **Strategic Objective 19: Management of the Environment and Natural Resources (ENR) in Targeted Sectors Improved**

- Result No. 19.1: Foster Public – Private Partnerships
  - Result No. 19.1.1: Adopt Effective ENR Policy and Regulatory Framework
  - Result No. 19.1.2: Increase Capacity of ENR Sector Institutions
  - Result No. 19.1.3: Enhance Citizen Awareness
- Result No. 19.2: Increased Investment in ENR Practices and Technology
  - Result No. 19.2.1: Adopt Effective ENR Policy and Regulatory Framework
  - Result No. 19.2.2: Increase Capacity of ENR Sector Institutions
  - Result No. 19.2.3: Enhance Citizen Awareness

**Special Objective 20: Healthier, Planned Families**

Result No. 20.1: Increased Use of Family Planning, Reproductive Health and Maternal and Child Health Services by Target Populations

Result No. 20.1.1: Enhanced Supply of Quality Services

Result No. 20.1.2: Increased Demand for Quality Services

Result No. 20.2: Healthy Behaviors Adopted

Result No. 20.2.1: Increased Knowledge of Health Risks and Healthy Practices

Result No. 20.3: Sustainability of Basic Health Services Promoted

Result No. 20.3.1: Private Sector Participation Enhanced

Result No. 20.3.2: Health Sector Capacity Strengthened

Result No. 20.3.3: Improved Policy and Regulatory Environment

**Special Objective 21: Egyptian Initiatives in Governance and Participation Strengthened**

Result No. 21.1: Capacity of Civil Society Organizations Improved to Participate in Development

Result No. 21.2: Stakeholder Collaboration Increased for Community Level Services

Result No. 21.3: Improvements in Selected Areas of Administration of Justice

Result No. 21.3.1: Judges' Knowledge of Egyptian Commercial Law Increased

Result No. 21.3.2: Effectiveness of Judicial Information Center (JIC) Enhanced

**Special Objective 22: Basic Education Improved to Meet Market Demand**

Result No. 22.1: Quality Basic Education Programs Demonstrated (Emphasizing Girls)

Result No. 22.2: Systems That Provide Sustainable Quality Teacher Training Supported

Result No. 22.3: Increased Capacity of Secondary Education to Meet Market Demand

Result No. 22.4: Education Reform Accelerated (Proposed)

## **PART B**

During the past year the Egypt Mission developed the Performance Monitoring Plan (PMP) for the new strategy, approved in February 2000, following ADS 200 guidance and the recommendations of the R4 2002 performance audit. During the process of developing the PMP, changes were made to some of the Results Frameworks of the SO/SpOs, as stated in Part A of this annex. Accordingly, the indicators were also changed (see PMP for Egypt Strategy 00-09).

### Anticipated Changes to the 2004 R4 are as follows:

**SO 20:** Starting in 2001, the Mission is proposing to conduct a bi-annual Service Provision Assessment (SPA). The SPA is conducted in a sample of health facilities to measure the quality of family planning, maternal and child health care. Interviews with health workers, use of mystery clients, and observation of provider-client practices will ensure objective information on the quality of services and information provided in key areas. The survey will measure adherence to quality standards and guidelines for family planning and maternal and child health, prevalent infectious disease control and facility and personnel management. The SPA provides indicators on the supply side. New indicators will be identified by the end of 2001.

The indicators to be replaced for SO 20 are as follows:

SO 20: Infant Mortality Rate

IR 20.1: Contraceptive Prevalence Rate for Modern Methods

IR 20.2: Percent of Births Whose Mothers Received Four or More Antenatal Visits

**SpO 22:** Increased Access, Quality and Efficiency of Basic Education (with an emphasis on girls) proposed to replace the SpO statement of: Basic Education Improved to Meet Market Demand. The Framework for this SpO will be modified to include a fourth Intermediate Result, I.R. No. 22.4: Education Reform Accelerated. During 2001 the SpO team will select performance indicators, set baselines and planned results data for the IR.

## **NON-PRESENCE COUNTRIES (NPCs) ANNEX**

### **Oman and Yemen Status Report**

**Introduction:** The current status of the Oman wastewater treatment construction activity is discussed below. With regard to Yemen, USAID/Egypt concluded monitoring responsibilities for Yemen activities September 30, 2000, as directed by USAID/Washington. Two remaining Yemen activities, Development Training III and Commodities Procurement for Maternal and Child Health (MCH) Delivery, both funded from pipeline resources remaining after Mission closure, concluded by September 30, 2000.

#### **I. Oman**

Formal USAID involvement in the Oman Water Resources Development Project (272-0104) ended when the USAID-financed wastewater treatment plant was completed and handed over to the Government of the Sultanate of Oman (GOVOMAN), and final payments to the construction and engineering contractors were made in August 2000. Subsequently, USAID/Egypt has continued to monitor the completion of the GOVOMAN project contribution, an extensive sewerage network connecting residences and other users in the city of Salalah to the plant. Progress on the sewerage collection network is progressing well, with its planned completion and hookup to the wastewater treatment plant by October 2001. To safeguard USAID's infrastructure investment, the GOVOMAN has contracted the services of a firm to maintain the treatment plant until it becomes operational. The GOVOMAN is currently developing an international tender to contract for the ongoing services of a private sector firm to operate and maintain the plant and collection system upon the start-up of operations. The GOVOMAN decision to budget for and hire a private sector firm to properly operate and maintain the plant promises to ensure sustainability of the project and the expected benefits to the people of Salalah.

#### **II. Yemen**

##### **A. Global Training for Development (GTD) Task Order No. 817 from August 11, 1998 through August 18, 2000 (\$2,590,875)**

Under this task order, World Learning, Inc. was contracted in August 1998 to conduct a detailed training needs assessment (TNA) to provide a two-year training plan, implement USAID-approved training interventions, and provide evaluation, tracking, monitoring, and activity follow-up support. The TNA indicated major training interventions to be undertaken to support strengthened capacities, particularly technical and management improvements, in the health and education sectors and for the Yemen Central Statistical Organization (CSO), the Yemen National Institute for Administrative Science (NIAS), and selected NGOs. The majority of the training focused on health and education and was conducted in-country and/or in-region. This task order is funded from the pipeline of two remaining USAID/Yemen projects: Development Training III (Project No. 279-0080) (PACD September 2000) and Options for Family Care (Project No. 279-0090) (PACD September 2000). Summaries of interventions in the above mentioned target areas are as follows.

Strategic Objective 1: Increased Management Capacity in Delivery and Quality of Health Care Services - Yemen Ministry of Public Health (MOPH)

**Intermediate Result (IR) 1.1: Upgraded Management Skills of Hospital/Health Administrators and MOPH Staff:** Phase one of this MOPH Intervention IR 1.1 successfully concluded on November 11, 1999. Twenty officials (18 men and two women) from MOPH completed four months of training in health and hospital administration, management, and training of trainers (TOT) at the Center for Consultation, Technical Services, and Studies at the University of Jordan in Amman. The intervention targeted health officials from Sana'a, as well as the four other target governorates under the program - Hadramout, Hajjah, Hodeidah, and Lahej, who, once trained, returned to their home communities to train other health care workers. For phase two, 13 officials from the above twenty officials were selected to do additional training. These officials trained 137 health and hospital administrators (125 men and 12 women) at rural health centers/hospitals in the above mentioned governorates. The 13 trainers have successfully implemented the training programs in the five governorates. One external Jordanian consultant trainer undertook follow-on site visits, advised the trainers in the field, and observed training sessions. This intervention has resulted in improved and increased capacity for health care administrators at all levels of the public health care system to more efficiently assume responsibilities, utilize available resources more effectively, manage health care facilities, and more effectively meet the immediate demands of local populations, particularly of women and children.

**Intermediate Result 1.2: Upgraded Management Skills of MOPH Mid-level Administrators Staff:** The National Institute of Administrative Sciences (NIAS) and MOPH established the curriculum for this intervention and recruited participants from MOPH central (Sana'a) and governorate (Hadramout, Hajjah, Hodeidah, and Lahej) staffs. Fifteen Yemeni trainers, including three women, from NIAS who earlier participated in a six week training of trainers course under NIAS Intervention, IR 4.1, were selected to deliver the training workshops related to the administration of ministerial offices and governorate branches. (See NIAS IR 4.1 discussion, below.) This training focused on such topics as management, budgeting, planning, and staff evaluation, all topics selected by MOPH to develop and strengthen staff capabilities in these areas. The two-week workshop, which included trainees from both the ministries of Health and Education, was successfully completed on August 2, 2000. A total of 52 employees attended the training courses. This intervention has resulted in enhanced budgetary and administrative skills on the part of trainees and improved overall management and reporting to both supervisors and staff. Trainees now have improved understanding and skills to implement government fee-for-service and cost recovery systems for more self-sufficient, sustainable health care facilities.

**Intermediate Result 1.3: Upgraded Technical Skills of Paraprofessionals:** This intervention was conducted by two consultants from the Egypt High Institute of Nursing. Its purpose was to upgrade/refresh the knowledge, attitudes, and technical skills of 16 maternal and child health (MCH) paraprofessionals; i.e., community midwives, from rural health centers and hospitals. These trainees trained 65 nurses and medical assistants in rural health centers in three of the four above mentioned target governorates. As a result, officials and staff now have increased capacity to provide timely in-service training to rural health care workers. In addition,



midwives and health care workers have improved capacity to more effectively address immediate mother/child issues and provide more effective outreach and health education within the community. However, this intervention was to have originally trained a total of 272 personnel from rural health centers, but was not carried out due to the closure of the project on August 18, 2000.

**Strategic Objective 2:** Increased Management Capacity in Primary School Administration and Instruction Quality - Ministry of Education (MOE)

**Intermediate Result 2.1: Upgraded Administrative and Supervisory Skills of Head Teachers:** The objective of this intervention was to increase management capacities in the administration of primary schools and improve the quality of instruction with special emphasis on gender issues related to girls' retention. A group of 34 Yemeni headmasters and educational trainers, including five women, received four weeks of training conducted by two experts from School Development Consultants (SDC), based in Lebanon. Participatory instruction included topics such as research methodology, priority setting, aspects of school improvement planning, leadership, and training methodologies. This TOT course was completed on February 3, 2000. These trainees in turn trained additional 198 participants (including 56 women), which concluded March 12, 2000 with a follow-on visit by SDC. This training has increased the capacity of MOE training staff to design and deliver programs to train headmasters, increased the ability of headmasters to address issues affecting girls' retention, and overall has resulted in more efficient use of human and financial resources by headmasters.

**Intermediate Result 2.2: Upgraded Management Skills of Selected Mid-level MOE Staff:** This intervention was a collaborative effort between NIAS and MOE. Together they established a curriculum for this intervention for 76 MOE central and governorate staff. Fifteen Yemeni trainers, including three women, from NIAS, who participated in six weeks of training under NIAS Intervention, IR 4.1, were selected to deliver the training workshop related to the administration of ministerial offices and their governorate branches (See NIAS IR 4.1 discussion, below). This training for MOE staff focused on such topics as management, budgeting, planning, and staff evaluation. The two-week workshop, which included trainees from both the ministries of health and education, was successfully completed on August 2, 2000. A total of 75 MOE employees (71 men and four women) attended the training courses. As a result, mid-level MOE administrators have increased capacity to implement policy reforms and support other elements of other donor training interventions.

**Intermediate Result 2.3: Upgraded and Refresh Skills of Classroom Primary School Teachers in Rural Areas Who are Class Teachers of Females:** Designed to upgrade the skills of already in-place teachers of female primary students, the first phase under this intervention targeted 30 of the best teacher trainers and inspectors in Yemen. Consultants from School Development Consultants (SDC) in Lebanon were selected to conduct the training of trainers for the Ministry of Education. The training focused on critical teaching skills and methodologies, incorporating special modules on issues that relate to the retention of girls in primary schools. Thirty teachers' trainers were selected (21 males and nine females) to train and advise Yemeni teachers in the basic education sector, in particular class teachers of grades one through four. On August 16, 2000, the 30 trainers successfully completed training under this intervention.

However, the second phase of this intervention to train 420 teachers in rural school districts of Hadramout, Hajjah, Hodeidah, and Lahej was not carried out due to the closure of the project on August 18, 2000. The World Bank may fund the completion of this basic education project at a later date. The completed first phase of this intervention has resulted in improved capacity of MOE to provide in-service teacher training and improved capacity of teachers to deliver quality instruction.

**Strategic Objective 3:** Development of Technical, Training and Administrative Capacity of the NSTC - Central Statistical Organization (CSO)

**Intermediate Result 3.1: Upgraded NSTC Capacity to Provide Training to CSO and Line Ministry Staff:** The objective of this intervention was to assist in developing technical training and administrative capacities for the newly established National Statistical Training Center (NSTC), a unit which compiles national statistics for all line ministries of the Yemeni government. To implement this activity, CSO selected the Cairo University Institute of Statistical Studies and Research as the training provider to conduct this program. Eight CSO staff members (five males and three females) were selected by CSO in agreement with the USAID Activity Management Office in Yemen. The initial TOT phase of the program was four months, from April 1 through July 31, 2000. The program was conducted at Cairo University and focused on the design, delivery, and evaluation of training and how to develop training manuals/materials and plan a structured training program. The second phase was to have reached an additional 120 participants from CSO branches and Yemeni line ministries but could not due to the expiration of the World Learning task order in August 2000.

**Intermediate Result 3.2: Upgraded Ability of Senior NSTC Staff to Manage Overall Responsibilities:** Because the newly established National Statistical Training Center (NSTC) does not have an officially appointed director and deputy director, this intervention was cancelled.

**Strategic Objective 4:** Increased Capacity of the National Institute of Administrative Sciences (NIAS) to Meet Yemeni Civil Service Training Needs

**Intermediate Result 4.1: Upgraded NIAS Capacity to Provide Training to Mid-Level Administrators:** This intervention involved two external experts from the Egyptian consulting firm, Getrac (Gebril for Training and Consultancy). These trainers conducted a 13-week program to include needs assessment, curricula development, training of trainers, curricula refinement and follow-on. All activities were programmed with NIAS staff as part of capacity building for NIAS. A total of 33 NIAS central (Sanaa) and governorate training staff were selected (24 males and nine females). Branches of NIAS were targeted and represented one-half of the total trainees as part of an effort to assist the Yemeni Government with decentralization. The training commenced on October 23 and ended on December 1, 1999 in Sana'a with the development of training curricula, materials, and refining of curricula also completed at this same time. NIAS then selected 15 trainees to become trainers for follow-on interventions for the Ministries of Health (IR1.2) and Education (IR2.2), both of which were completed by August 2, 2000.

A total of 127 participants from MOPH and MOE (see Ministries of Health (IR1.2) and Education (IR2.2)) from the targeted governorates were successfully trained in administrative skills in NIAS branches nationwide. The areas of training were improvement in administrative sciences and the facilitation of administrative procedures to include better documentation systems, financial and accounting performance, and procurement and documentation systems using computers. The two external experts from Getrac conducted follow-on training and follow-up with the NIAS trainees for two weeks during the same training period. As a result of this intervention, NIAS staff now have upgraded capacity to deliver effective and relevant training. This, in turn, will lead to improved administrative skills of mid-level administrators in targeted ministries.

**Intermediate Result 4.2: Upgraded NIAS Capacity to Provide Training to Senior-Level Administrators:** The objective of this intervention was to upgrade NIAS capacity to provide conferences and seminars on topics of national interest. Such conferences and seminars are to be designed for senior-level ministry officials to include Deputy Ministers, Vice Ministers, Ministers, Deputy Governors, Governors, Members of Parliament and high-level representatives from the President's Office, Prime Minister's Office, and Consultative Council. NIAS senior officials, Ministry of Planning and Development, Ministry of Civil Service and Administrative Reform, and the President's and Prime Minister's Offices selected the topics for each seminar. The request for seminar development proposals attracted interest from individuals and training institutions throughout the region. Based on an agreed upon criteria, seminar preparers were selected and the training proposals for the external experts were received and selected.

It was decided that three seminars would be undertaken to cover the topics selected including Human Resources and Development Requirements (July 15-19); The Panoramic Approach to Government Modernization (June 24-28); and Decentralization and Development (August 21-26). The first included 21 government officials from Sana'a (19 males and two females). The U.S. Ambassador to Yemen attended the opening session and final proceedings were bound and shared with relevant ministries. For the second seminar, NIAS invited 18 (17 males and one female) high-level government officials and ministers. The seminar was conducted successfully with findings compiled and results published. The third and final seminar could not be held prior to the end of the activity. However, NIAS is trying to secure German Government funding to hold the final phase of this seminar this year.

**Strategic Objective 5: Increased Capacity of NGO Leadership to Deliver Services**

**Intermediate Result 5.1: Upgraded Managerial and Networking Skills of Senior NGO Staff/Leaders:** The first program under this training activity sought to train NGO leaders to increase their institutional capacity to serve as effective development partners. Over one hundred different organizations applied for training and on average each organization nominated three individuals to receive training in each workshop's area of focus: executive management, financial management, and service delivery. Criteria for selecting the training provider were established and consultants from the International Management and Training Institute (IMTI) in Lebanon were selected. A total of 177 participants trained in the three-day workshops (122 males and 55 females). NGOs selected for participation fell into the following groups based on Embassy country objectives: Cooperatives, Community Based Organizations, Societies for the

Disabled, Democratic Institutes, Human Rights Organizations, Social Welfare Societies, and Environmental Organizations.

As a result of this intervention: (1) the capacity of NGO managers to administer effective programs has been enhanced as measured by increased ability to formulate convincing and valid proposals; monitor and report programmatic achievements; provide sound fiscal reporting, assess and analyze developmental problems; communicate with constituents, government, and donors; deploy staff; generate and utilize additional resources; and plan multiple activities over a long period of time and (2) networking and alliance-building skills of Yemeni NGOs have been strengthened as measured by the increased frequency and effectiveness of program and issue advocacy.

**B. Options for Family Care (OFC) (Project No. 279-0090) Commodity Support for Maternal and Child Health (MCH) Delivery for 29 Health Centers (\$841,111)**

USAID procured clinical equipment to support MCH service delivery in approximately 29 health centers. All twenty-nine centers, in 19 governorates, were selected/designated by the Ministry of Public Health (MOPH) based on critical need for upgraded health equipment. The following criteria were used for center selection: (1) availability of female health staff; (2) availability of space for provision of maternal and child health, including family planning services; (3) absence of support by any other agencies for provision of medical equipment; (4) readiness to maintain medical equipment; and (5) within a populated area (more than 10,000 population). A procurement service agent was contracted to procure, consolidate, and ship the equipment. MOPH was responsible for customs clearance, inspection, and inland transportation of the commodities to the health centers. The commodities arrived in Yemen in August 2000.

## GLOBAL CLIMATE CHANGE ANNEX

### Background:

The rise in sea level threatens Egypt's long coastal stretch on the Mediterranean and the Red Sea with risks to sustainable tourism, a major contributor to national income. Furthermore, with 95 percent of Egypt's freshwater needs supplied from the Nile River, the country's vulnerability increases with any changes in rainfall patterns throughout the Nile Basin, thereby posing risks to agriculture and fisheries. Egypt ratified the United Nations Framework Convention on Climate Change in 1994 and the Kyoto Protocol in 1999.

USAID/Egypt reports on global climate change on a voluntary basis as a contribution to the Agency's Climate Change Initiative (CCI) action plan for FY 1998-2002. The purpose of this annex is to capture climate change impacts of USAID/Egypt's activities in the energy, industrial and urban sectors. The narrative and attached tables summarize key accomplishments of USAID/Egypt-supported activities that impact climate change.

Some activities under SpO 18 (Access to Sustainable Utility Service in Selected Areas Increased) and SO 19 (Management of the Environment and Natural Resources in Targeted Sectors Improved) initially target improvement of infrastructure and energy efficiency, while simultaneously realizing secondary benefits related to GCC. Such benefits are mainly focused on reduction of greenhouse gas emissions. USAID/Egypt activities in that regard include policy reform and institutional building, as well as projects. The primary connection of these activities to the CCI is through indicators that track results in the energy, industrial, and urban sectors.

### Reduction in Greenhouse Gas Emissions from the Energy, Industry, and Urban Sectors

Some USAID/Egypt activities have led to actual reduction of greenhouse gas emissions. Activities within the Power Sector Support Project (PSSP) under SpO 18 have led to reduction in annual emissions of CO<sub>2</sub> linked to the promotion of further reliance on hydropower from the Aswan High Dam Power Station. PSSP has financed rehabilitation and improved power generation efficiency at the Aswan High Dam Power Station and is currently financing the upgrade of the power station control systems. The project has enhanced efficiency and reduced losses at other power stations and throughout the transmission systems, by providing technical assistance and financing the building of a national and two regional control centers. It has also introduced time-of-day metering to better manage the generation and flow of energy, which could reduce CO<sub>2</sub> emissions considerably. PSSP has also encouraged greater use of natural gas in power generation. Over 70 percent of thermal generation in Egypt is now from natural gas, which burns cleaner than traditional coal, mazout, or kerosene. PSSP has supported this through policy reform activities, financing of several power stations, including the 1200 MW gas-fired El Kureimat power station, but also through technical assistance and training in power station preventative maintenance and improved electric grid management through national and regional control centers.

Such activities link directly to the CCI through renewable energy promotion, improved energy efficiency, and fuel switching.

Furthermore, CCI indicators capture climate change links encompassed within the compressed natural gas (CNG) fuel component of the Cairo Air Improvement Project (CAIP). The project has promoted further reliance on Egypt's widely available natural gas reserves through

conversion of vehicles from diesel and gasoline to CNG, and introducing CNG buses to the municipal fleets in Cairo. Use of CNG can save fuel for vehicles (including bus fleets) and gain associated climate change benefits by switching to an alternative cleaner fuel, which can be expressed in the tons of GHGs avoided. To date, an estimated 30,000 vehicles in Cairo, mostly taxis, passenger cars and mini-vans, have converted to CNG fuel; a 34-station CNG fueling network has become operational; and a third private sector company entered the CNG fuel and conversion retail market. Through CAIP support since FY 1998, 50 American CNG-bus rolling-chassis have been imported and fitted with Egyptian bus bodies. Within the municipal bus fleets, the first 20 CNG buses are currently in operation. By the end of FY 2001, 50 CNG buses will be operating throughout the City of Cairo. CAIP contributions have leveraged \$13.1 million of investment from the Government of Egypt (GOE) in public buses operating on CNG, fueling station facilities, and land. Furthermore, USAID has provided \$7.4 million in Commodity Import Program loans to public-private joint venture CNG companies for fueling station equipment in FY 2000. With its numerous conversion centers, commercial fueling stations, and vehicles converted, Egypt now ranks seventh in the world in terms of CNG use, up from forty-eighth six years ago.

## **B. Policy Advances**

USAID/Egypt efforts have increasingly focused on policy and institutional reform. This trend will be intensified under the new mission strategy (FY 2000 – 2009). Policy reform activities are coupled with capacity building efforts to enable GOE counterparts to measure, monitor, and mitigate greenhouse gas emissions. In FY 2000, PSSP has continued to address issues of financial viability and tariff reform, restructuring of Electricity and Energy Holding Company (EEHC) through the divestiture of electricity generation and distribution companies, and regulatory reform.

Energy efficiency is one of four targeted sectors by the Egyptian Environmental Policy Program (EEPP) under SO 19. With support from EEPP, the Ministry of Petroleum's Office of Energy Planning (OEP) established a partnership protocol with twelve public and private sector entities to form the Energy Efficiency Council, mainly for development of a National Energy Efficiency Strategy (NEES). USAID technical assistance under SO 19 has strengthened this initiative by facilitating the adoption of environmental and energy efficiency guidelines within the banking/financial sector. USAID has also supported the Egyptian Energy Service Business Association, founded in 1999, which has gathered a critical mass of private and quasi-private energy efficiency service companies. Adoption and implementation of the NEES is expected to facilitate the entrance of new service providers into this sector.

Finally, in FY 2000, EEPP assisted with the privatization of solid waste management in the city of Alexandria, Egypt's second largest city. This is expected to improve the lives of three million citizens. It will also minimize illegal open-burning activities and the resulting release of greenhouse gases into the atmosphere.

## FY00 Climate Change Reporting Guidance - Data Tables

*Please fill in the YELLOW cells to complete the table.*

**Table 1.0 - Background Information**

	<b>Country, Region, Office, or Program Reporting: (Type in the exact spelling of the appropriate entry from table below)</b>	USAID/Egypt
	<b>Telephone number:</b>	Glenn Whaley
<b>Name of person(s) &amp; IR Teams completing tables:</b>	Name #1:	
	SO Team Name and number1	SO 19: Improved Management of the Environment and Natural
	Name #2:	Ronnie Daniel
	SO Team Name and number2	SO 19: Improved Management of the Environment and Natural
	Name #3:	Nadine El-Hakim
	SO Team Name and number3	SO 19: Improved Management of the Environment and Natural
<b>Contact</b>	Address (1):	USAID Unit 64902
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	Email address:	nelhakim@usaid.gov
	<b>Other relevant information:</b>	

Country / Region / Office / Program		
AFR/SD – CARPE	G/ENV/UP	Mozambique
AFR/SD – FEWS	G/ENV/ENR	Nepal
Albania	G/ENV/GCC	Nicaragua
Armenia	G/ENV/UP	NIS Regional
Bangladesh	Georgia	Panama
Bolivia	Guatemala	Paraguay
Brazil	Guinea	Peru
Bulgaria	Honduras	Philippines
CEE Regional	India	Poland
Central America (G-CAP)	Indonesia	RCSA
Central Asia Republics	LAC/RSD	Romania
East Asia Environmental Initiative	Lithuania	Russia
Ecuador	Macedonia	South Africa
EGAD	Madagascar	South Asia Regional Initiative
Egypt	Malawi	Uganda
G/ENV/EET	Mali	Ukraine
G/ENV/ENR	Mexico	US-AEP
G/ENV/GCC	Moldova	

Please fill in the YELLOW cells to complete the table.

TABLE 1.1

Result 1: Increased Participation in the UNFCCC

Indicator 1: Policy Development Supporting the Framework Convention on Climate Change

PLEASE SEE DEFINITIONS BELOW

Policy Measure	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Integration of climate change into national strategic, energy, and sustainable development strategies	1	1		Gov't-established interagency group has completed all necessary analysis and preparation to develop NEAP. The government has also signed Annex b of the FCCC.	3.2	CN-23-222
Integration of climate change into national strategic, energy, and sustainable development strategies						
Emissions inventory						
Mitigation analysis						
Vulnerability and adaptation analysis						
National Climate Change Action Plan						
Procedures for receiving, evaluating, and approving Activities Implemented Jointly (AIJ) proposals						
Procedures for monitoring and verifying greenhouse gas emissions						
Growth baselines for pegging greenhouse gas emissions to economic growth						
Legally binding emission reduction targets and timetables						
Other (describe)						
Other						
Other						
Other						
Other						
Sub-total (number of policy steps achieved):	0	0	0			
	TOTAL (number of policy steps achieved):					
			0			



Definitions: Policy Steps Achieved	
<b>Policy Measure</b>	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
<b>Policy Preparation and Presentation (Step 1)</b>	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
<b>Policy Adoption (Step 2)</b>	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
<b>Policy Implementation and Enforcement (Step 3)</b>	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.
Definitions: Types of Activities	
<b>Adaptation</b>	Adjustments in practices, processes or structures of systems to projected or actual changes of climate (may be spontaneous or planned).
<b>Emissions inventory</b>	Detailed listing of GHG sources and sinks.
<b>Growth Baselines</b>	An approach that would link countries' emissions targets to improvements in energy efficiency.
<b>Joint Implementation (JI)</b>	The process by which industrialized countries can meet a portion of their emissions reduction obligations by receiving credits for investing in GHG reductions in developing countries.
<b>Mitigation</b>	An action that prevents or slows the increase of greenhouse gases (GHGs) by reducing emissions from sources and sinks.
<b>National Climate Change Action Plan</b>	Plans that delineate specific mitigation and adaptation measures that countries will implement and integrate into their ongoing programs. These plans form the basis for the national communications that countries submit to the UNFCCC Secretariat.

Please fill in the YELLOW cells to complete the table.

TABLE 1.2					
Result 1: Increased Participation in the UNFCCC					
Indicator 2: Increased capacity to meet requirements of the UNFCCC					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Categories	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Support for joint implementation activities	1	3	Provided training and assistance in the economic and financial evaluation of energy efficient projects for consideration in JI activities.	2.4	CN-23-222
Monitoring and verifying GHG emissions					
Growth baselines for pegging GHG emissions to economic growth					
Development of emissions reduction targets and timetables					
Support for joint implementation activities					
Support for Vulnerability and Adaptaion Activities					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	0	0			

TABLE 2.1
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**Indicator 1: Area where USAID has initiated interventions to maintain or increase carbon stocks or reduce their rate of loss**

**Indicator 2: Area where USAID has achieved on-the-ground impacts to preserve, increase, or reduce the rate of loss of carbon stocks**

**PLEASE SEE DEFINITIONS BELOW**

[illegible]

[illegible]

Codes for Land Use and Forestry Sector									
Principal Activities:		Predominant Vegetation Type:				Predominant Managed Land Type:		Codes for Additional Information:	
	1 Conservation of natural ecosystems (may include protected area management, extraction of non-timber products, etc. but <i>not</i> timber harvesting.)	A	Tropical evergreen forest		H	Tropical grassland and pasture		1	Maps
	2 Sustainable forest management for timber using reduced-impact harvesting (non-timber forest products may also be harvested)	B	Tropical seasonal forest		I	Temperate grassland and pasture		2	Geo-referenced site coordinates
	3 Afforestation/reforestation/plantation forests	C	Temperate evergreen forest		J	Tundra and alpine meadow		3	Biomass inventory
	4 Agroforestry	D	Temperate deciduous forest		K	Desert scrub		4	Rainfall data
	5 Sustainable agriculture	E	Boreal forest		L	Swamp and marsh		5	Soil type data
		F	Temperate woodland		M	Coastal mangrove			
		G	Tropical open forest / woodland		N	Wetlands			

Definitions: Natural Ecosystems	
<b>Natural Ecosystems</b>	Any areas that have not experienced serious degradation or exploitation of biomass, and without significant harvest of biomass. This includes protected areas, areas used for the extraction of non-timber forest products, and community-managed forests with minimal timber extraction. Areas where non-timber forest products are harvested can be counted in this category but not those that are managed for timber. The latter are included in 2b below. The distinction is important as different approaches are employed in estimating carbon for "natural areas" (2a) and "managed areas" (2b). Natural areas include: (1) protected areas; (2) areas where non-timber forest products are extracted if significant biomass is not removed (often managed as community-based forest management areas); and (3) any other areas which exclude larger-scale biomass harvest from a management regime including many areas managed by communities and/or indigenous groups.
Definitions: Managed Lands Categories	
<b>Sustainable Forest Management for Timber, using Reduced Impact Harvesting (RIH)</b>	<p>A timber management activity will be considered to have a positive impact on carbon (relative to conventional methods) if it employs RIH practices and/or other key criteria. RIH is a package of practices proven to minimize environmental damage and carbon emissions during the logging of natural tropical forest. To be included, an activity must include most of the following practices:</p> <ul style="list-style-type: none"> <li>- tree inventorying, marking and mapping;</li> <li>- careful planning and marking of skidder trails;</li> <li>- vine cutting prior to harvest, where appropriate;</li> <li>- directional felling of trees;</li> <li>- appropriate skidding techniques that employ winching and best available equipment (rubber tired skidder/animal traction) to minimize soil</li> <li>- proper road and log deck construction;</li> <li>- a trained work force and implementation of proper safety practices;</li> <li>- fire mitigation techniques (fire breaks);</li> <li>- existence of a long-term management plan.</li> </ul> <p>Report on the area where government, industry or community organizations are carrying out forest management for commercial timber using the techniques above, or forest management areas that have been "certified" as environmentally sound by a recognized independent party. Only the area where sound planning and harvesting is being currently practiced should be included (not the whole concession or forest).</p>
<b>Agroforestry</b>	Agroforestry covers a wide variety of land-use systems combining tree, crop and/or animals on the same land. Two characteristics distinguish agroforestry from other land uses: 1) it involves the deliberate growing of woody perennial on the same unit of land as agricultural crops and/or animals either spatially or sequentially, and 2) there is significant interaction between woody and non-woody components, either ecological or economical. To be counted, at least 15 percent of the system must be trees or woody perennials grown for a specific function (shade, fuel, fodder, windbreak). -- Include the area of land under an agroforestry system in which a positive carbon benefit is apparent (i.e., through the increase in biomass, litter or soil organic matter). Do not include agroforestry systems being established on forestlands that were deforested since 1990.
<b>Reforestation/ Afforestation</b>	The act of planting trees on deforested or degraded land previously under forest (reforestation) or on land that has not previously been under forest according to historical records (afforestation). This would include reforestation on slopes for watershed protection; mangrove reforestation or reforestation to protect coastal areas; commercial plantations and community tree planting on a significant scale, and/or the introduction of trees in non-forested areas for ecological or economic purposes. -- Include the area under reforestation or afforestation (i.e., plantation forests and/or community woodlots). Do not include natural forested areas that have been recently deforested for the purpose of planting trees. Do not include tree planting in agroforestry systems (include this under agroforestry).
<b>Sustainable Agriculture</b>	<p>Agricultural systems that increase or maintain carbon in their soil and biomass through time by employing certain proven cultural practices known</p> <ul style="list-style-type: none"> <li>- no-tillage or reduced tillage</li> <li>- erosion control/soil conservation techniques, especially on hillsides</li> <li>- perennial crops in the system</li> <li>- higher crop yields through better nitrogen and soil management</li> <li>- long-term rotations with legumes</li> <li>- the use of organic mulches, crop residues and other organic inputs into the soil</li> <li>- better management of agrochemicals, by stressing careful fertilizer management that will increase yields while minimizing the use of petro-based</li> </ul>
Special Instructions: Creating a Copy of this Spreadsheet	
<b>Step 1</b>	Finish filling any cells you are working on and hit " <b>Return</b> " or " <b>Enter</b> ".
<b>Step 2</b>	Click on " <b>Edit</b> " in the menu bar, above. Go down and click on " <b>Move or Copy Sheet</b> ". The "Move or Copy" dialog box will open. (NOTE: You may also open this dialog box by using the right button on your mouse to click on the "T4-2.1 Land Use" tab near the bottom of the screen.)
<b>Step 3</b>	Next, scroll down in the dialog box and click on " <b>T2.1 Land Use</b> ".
<b>Step 4</b>	Next, click on the <b>box</b> at bottom to <b>Create a copy</b> .
<b>Step 5</b>	Hit " <b>OK</b> ". A new copy of T2.1 Land Use will appear in the row of tabs near the bottom of the screen. PLEASE NOTE: Some cells may not retain all the original text when the sheet is copied, especially in the definitions sections.

Please fill in the YELLOW cells to complete the table.

TABLE 2.3							
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector							
Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions							
PLEASE SEE DEFINITIONS BELOW		Enter the number of separate steps for each measure					
Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Ex: Facilitates establishment and conservation of protected areas	N	2	1		Two studies completed on national protected areas law for the Environment Min., including recommendations for legal reform; revised National Protected Areas Law adopted, Min. Decree No. 1999/304.	3.1	TN-556-27
Facilitates improved land use planning							
Facilitates sustainable forest management							
Facilitates establishment and conservation of protected areas							
Improves integrated coastal management							
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management							
Corrects protective trade policies that devalue forest resources							
Clarifies and improves land and resource tenure							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total(number of policy steps achieved)		0	0	0			
Total (number of policy steps achieved):				0			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.



Please fill in the YELLOW cells to complete the table.

TABLE 2.4

Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector

Indicator 4: Value of Public and Private Investment Leveraged by USAID for Activities that Contribute to the Preservation or Increase of Carbon Stocks and Reduction of Greenhouse Gas Emissions

PLEASE SEE DEFINITIONS BELOW

Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Nature Conservation Fund	National Government	Figure reflects direct, in-kind contribution of national government.	\$572,800		3.3	TN-556-27
Big Forest Climate Change Action Project	The Nature Conservancy and the Friends of Nature Foundation	NGOs initiated independent activity with separate funding, building on earlier USAID conservation project.		\$1,700,000	3.3	CN-23-222
Total:			\$0	\$0		

Definitions: Funding Leveraged

Direct Leveraged Funding

Funding leveraged directly in support of current USAID activities and programs, including:

- funding leveraged from partners for joint USAID activities;
- funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated);
- obligated or committed funding for direct follow-on MDB loan programs (prorated);
- obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated);
- joint implementation investments;
- Development Credit Authority investments.

Indirect Leveraged Funding

Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

*Please fill in the YELLOW cells to complete the table.*

TABLE 2.5a				
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector				
Indicator 5a: Increased Capacity to Address Global Climate Change Issues				
Types of institutions strengthened to address GCC issues	Number of Institutions Strengthened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
Ex: NGOs	3	Friends of Nature Foundation, SITA, Sustainable Forests Unlimited	3.2	CN-23-222
NGOs				
Private Institutions				
Research / Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Please fill in the YELLOW cells to complete the table.

Table 2.5b					
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector					
Indicator 5b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Ex: Advancing sustainable forest management	1	3	Presentation of nursery & reforestation studies; US training on resource mgmt; env'l impact assessment law training; forest restoration & recovery workshop. TA for fire prevention.	3.3	CN-23-222
Advancing improved land use planning					
Advancing sustainable forest management					
Advancing establishment and conservation of protected areas					
Advancing integrated coastal management					
Advancing decreases in agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management					
Advancing the correction of protective trade policies that devalue forest resources					
Advancing the clarification and improvement of land and resource tenure					
Other (describe)					
Other					
Other					
Other					
Other					
Number of categories where training and technical assistance has been provided:	0	0			

Please fill in the **YELLOW** cells to complete the table.

TABLE 3.1

### Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

**Indicator 1: Emissions of Carbon Dioxide Equivalents Avoided, due to USAID Assistance (Measuring Carbon Dioxide, Methane, and Nitrous Oxide)**

**PLEASE SEE FUEL TYPE CODES  
BELOW**

<b>PLEASE SEE FUEL TYPE CODES BELOW</b>	<b>3.1 A - CO2 Emissions avoided through renewable energy activities</b>			<b>3.1 B - CO2 emissions avoided through end use energy efficiency improvements</b>			<b>3.1 C - CO2 emissions avoided through energy efficiency improvements in generation, transmission, and distribution (including new production capacity)</b>				
<b>Activity</b>	<b>3.1A: MW-h produced in electricity generation</b>	<b>3.1A: BTU's produced in thermal combustion</b>	<b>3.1A: Fuel type replaced (use codes)</b>	<b>3.1B: MW-h saved</b>	<b>3.1B: BTU's saved in thermal combustion</b>	<b>3.1B: Fuel type saved (use codes)</b>	<b>3.1C:MW-h saved</b>	<b>3.1C: BTU's saved in thermal combustion</b>	<b>3.1C: Fuel type saved (use codes)</b>	<b>SO number for Activity</b>	<b>CN/TN Number for Activity</b>
Renewable Energy Production Prog.	512,258		J							2.1	CN-120-97
Steam & Combustion Efficiency Pilot Proj.					1,832,144	J				2.1	CN-120-97
Power Sector Retrofits							912,733		T	2.1	CN-120-97
Power plant upgrade	1750		EE							18	
Totals:	1750	0		0	0		0	0			

PLEASE SEE FUEL TYPE CODES BELOW	3.1 D - CO2 emissions avoided as a result of switching to cleaner fossil fuels (including new production capacity)				3.1 E - Methane emissions captured from solid waste, coal mining, or sewage treatment	3.1 F - Tonnes of nitrous oxide emissions avoided through improved agriculture		
Activity	3.1D: MW-h produced in electricity generation	3.1D BTUs produced in thermal combustion	3.1D Old fuel type (use codes)	3.1D New fuel type (use codes)	3.1E: Tonnes of methane	3.1F: Tonnes of nitrous oxide		
Clean Fuels Program	4,551		H	FF			2	CN-120-97
Municipal Landfill Proj.					450		2	CN-120-97
Sust. Ag. & Devt. Proj.						575	2	CN-120-97

Codes for Fuel Type			
Fuel Types		Code	Fuel Name
Liquid Fossil	Primary Fuels	A	Crude oil
		B	Orimulsion
		C	Natural gas liquid
	Secondary Fuels	D	Gasoline
		E	Jet kerosene
		F	Other kerosene
		G	Shale oil
		H	Gas/diesel oil
		J	Residual fuel oil
		K	LPG
		L	Ethane
		M	Naphtha
		N	Bitumen
		O	Lubricants
		P	Petroleum coke
		Q	Refinery feedstocks
		R	Refinery gas
		S	Other oil
Solid Fossil	Primary Fuels	T	Anthracite (coal)
		U	Coking coal
		V	Other bituminous coal
		W	Sub-bituminous coal
		X	Lignite
		Y	Oil shale
		Z	Peat
	Secondary fuels/ products	AA	BKB & patent fuels
		BB	Coke oven/gas coke
		CC	Coke oven gas
		DD	Blast furnace gas
Gaseous Fossil		EE	Natural gas (dry)
Biomass		FF	Solid biomass
		GG	Liquid biomass
		HH	Gas biomass

Please fill in the YELLOW cells to complete the table.

TABLE 3.3

**Result 3: Decreased Net Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas**

**Indicator 3: National/sub-national policy advances in the energy sector, industry and urban areas that contribute to the avoidance of greenhouse gas emissions**

PLEASE SEE DEFINITIONS BELOW

Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Example: Facilitates improved demand side management or integrated resource planning	N	2	1		Mission supported introduction of two decrees for energy tariff reforms (pursuant to National Energy Reform Law) in the national parliament; one decree was adopted.	2.4	CN-577-92
Facilitates improved demand side management or integrated resource planning							
Facilitates competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers							
Facilitates the installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes							
Facilitates the use of renewable energy technologies							
Facilitates the use of cleaner fossil fuels (cleaner coal or natural gas)	N	1			Standards for CNG fuel systems components, gas cylinders and CNG fueling stations	19	
Facilitates the introduction of cleaner modes of transportation and efficient transportation systems							
Promotes the use of cogeneration							
Other (reduced open burning of municipal solid waste)	S	1	1		Privatization contract for solid waste in Alexandria	19	
Other							
Other							
Other							
Other							
Sub-total (number of policy steps achieved):		2	1	0			
Total (number of policy steps achieved):				3			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measures	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.



Please fill in the YELLOW cells to complete the table.

Table 3.4				
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas				
Indicator 4: Strategies/Audits that Contribute to the Avoidance of Greenhouse Gas Emissions				
Activity	Number of audits or strategies completed	Number or audit recommendations or strategies implemented	SO Number for Activity	CN/TN Number for Activity
Steam & Combustion Efficiency Pilot Project	41	35	2.1	CN-577-92
National Energy Efficiency Strategy Framework	1		19	
National Solid Waste Privatization Strategy	1		19	
Total:	2	0		

Please fill in the YELLOW cells to complete the table.

TABLE 3.5						
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas						
Indicator 5: Value of Public and Private Investment Leveraged by USAID for Activities that Reduce Greenhouse Gas Emissions						
PLEASE SEE DEFINITIONS BELOW						
Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
National Renewable Energy Program	Dept. of Energy, World Bank-GEF	DOE direct buy-in to USAID. In FY99, GEF funded replication of NREP activity begun in FY98.	\$120,000	\$2,500,000	2	CN-577-92
CAIP - CNG Buses	GOE, Govenorate of Cairo	Investment in CNG technology, and land	\$13,100,000		19	
Commodity Import Program	Public-private joint venture CNG companies	amount of CIP loans given to CNG companies in FY2000	\$7,400,000		16	
Total:			\$20,500,000	\$0		

Definitions: Funding Leveraged	
<b>Direct Leveraged Funding</b>	Funding leveraged directly in support of USAID activities and programs, including: <ul style="list-style-type: none"> <li>- funding leveraged from partners for joint USAID activities;</li> <li>- funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated);</li> <li>- obligated or committed funding for direct follow-on MDB loan programs (prorated);</li> <li>- obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated);</li> <li>- joint implementation investments;</li> <li>- Development Credit Authority investments.</li> </ul>
<b>Indirect Leveraged Funding</b>	Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

Please fill in the **YELLOW** cells to complete the table.

**TABLE 3.6a**

**Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas**

**Indicator 6a: Increased Capacity to Address Global Climate Change Issues**

Types of institutions strengthened to address GCC issues	Number of Institutions Strengthened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
<b>Ex: NGOs</b>	3	Center for Cleaner Production, Association of Industrial Engineers, National Solar Energy Foundation, Clean Air Alliance, Institute for Industrial Efficiency	2.4	CN-577-92
<b>NGOs</b>	1	The Energy Efficiency Council (EEC)-the Egyptian Energy Service Business Association (EESBA)	19	
<b>Private Institutions</b>	13	Private and quasi-private energy efficiency providers (members of EESBA)	19	
<b>Research/Educational Institutions</b>				
<b>Public Institutions</b>	10	Public members of the Energy Efficiency Council (see narrative)	19	
<b>Total Number of Institutions Strengthened:</b>	<b>24</b>			

Please fill in the YELLOW cells to complete the table.

Table 3.6b					
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas					
Indicator 6b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Example: Use of renewable energy technologies	1	3	Developed sustainable markets for renewable energy technologies. Over 200 renewable energy systems installed. Training for utilities, government officials, NGOs. Study on renewable energy applications	2.4	CN-577-92
Improved demand-side management or integrated resource planning	1	1	Training on energy efficiency to facilitate preparation of the National Energy Efficiency Strategy Framework	19	
Competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers	1		Role of private sector in promotion of energy efficiency	19	
Installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes					
Use of renewable energy technologies					
Use of cleaner fossil fuels (cleaner coal or natural gas)	1	1	PSSP financed the 1200 MW gas-fired El Kureimat power station and provided TA and training	18	
Introduction of cleaner modes of transportation and efficient transportation systems	1	1	Training and technical assistance relevant to use of CNG for transportation	19	
Use of cogeneration					
Other: institutional building	1	1	Capacity building of Organization for Energy Planning	19	
Other: Solid waste privatization		1	Technical assistance on privatization of waste	19	
Other: Solid waste management	1	1	Capacity building on solid waste management techniques	19	
Other					
Other					
Total number of points for Training/Technical Assistance	6	6			

## **GENDER ANNEX**

### **Introduction**

The creation of the National Council for Women (NCW) in February 2000, headed by Mrs. Mubarak, demonstrated a serious attempt by the Government of Egypt (GOE) to create an enabling environment for a structural change in the status of Egyptian women. The Council prepared the “Situation Analysis of the Egyptian Woman” that highlighted some staggering indicators. Despite a marked increase in the number of women in formal employment, women only represent 15.3 percent of the total labor force. The illiteracy rate among women is 51 percent versus 29 percent for men (illiteracy among rural women is 63 percent against 36 percent for men). Also despite a marked decrease of girls’ school dropout rates at all levels, and the increase in the member of female university students in general, females enrolled in science faculties remains at 29 percent. Regardless of having gained constitutional rights in 1956, women in Parliament occupy only two percent of the seats.

Cognizant of the gender gaps that exist in Egypt, the NCW has embarked on a national framework for integrating women in the mainstream National Development Plan. An NGO named “Friends of the NCW” has also been created to complement the efforts of the Council at the civil society level.

USAID has provided support to the NCW through the provision of a grant to establish a documentation center. Also under its SO 16 Business Program and the Small and Emerging Business (SEB) activity, work is underway with the NCW to establish a “Women’s Business Development Center” that will provide pre-employment training for graduates of technical schools and universities in English language and computer/IT skills. It will also provide entrepreneurial skills training on aspects of business development, markets, and competitiveness.

The following discusses gender-related activities under the different SOs and SpOs:

### **SO 16: Environment for Trade and Investment Strengthened**

#### **Agricultural Technology Utilization & Transfer Project (ATUT)**

Women are playing an active role in the export process, particularly in the agriculture sector. In horticulture crops, women participate as members of landholding families, as landowners/exporters in their own right, and, most commonly, as wage laborers.

Recognizing women as productive participants in the agriculture sector and targeting them with adequate resources, services, training, new techniques, and methods is an important role that the Horticulture Export Improvement Association (HEIA) has adopted under the ATUT project.

In the study “Gender Roles In Table Grape Production“, female laborers accounted respectively for one-fourth and one-third of all hired labor for the farms surveyed in old and new lands. Women account for 49 percent of the daily wage labor on large ATUT farms. Female laborers carry out a number of basic table grape operations where they supply 50 to 70 percent of the total labor effort.

In the strawberry sector, females constitute more than 90 percent of the needed labor force for cultivating, harvesting, and post harvesting operations. Buoyed by the success of its pilot training program for female laborers, ATUT provided a three-day gender-training program for 369 women at 13 farms and packinghouses. The training courses aimed at increasing women’s

knowledge of health, nutrition, hygiene, food safety, and agricultural practices. Overall, of the 8,400 persons trained by the project in new production and post harvest technologies, some 3,400 were women. Female laborers have been very receptive to this participatory training. This, in turn, is a major element of the well-trained labor force required to improve Egypt's competitiveness. Also, due to the efforts in the gender activity under ATUT, 22 women became members of crop councils formed under HEIA. Moreover, a women's committee was formed, promoting women members to receive adequate resources, services, training, and new techniques that they could adopt in their businesses.

### **Agricultural Policy Reform Program (APRP)**

One of the FY 2000 APRP policy reform benchmarks promotes a) the adoption of policies to improve women's access to resources and information in the agricultural sector in Egypt; and b) the collection and analysis of gender-desegregated data.

As a result, the Minister of Agriculture and Land Reclamation approved a formal policy requiring that the Extension Advisory Service (EAS) and the Agricultural Extension and Research Institute (AERI) gender-desegregate all present and future studies, surveys and research activities. Subsequent to this policy change, EAS completed and published 23 reports that desegregate agricultural holdings (land, machinery, and animal ownership) by gender, governorate, district, and village. EAS also collected and published general statistics concerning the proportion of women employed in agriculture (classified by age, education, and marital status) and the value and percentage of credit received from the Principal Bank for Development and Agriculture Credit by women in the agricultural sector. In addition, EAS is currently publishing data on women's employment in agriculture by activity, crop type, and farm income.

For FY 2001, the same benchmark calls for the approval of a policy and program to establish business support centers with units specifically oriented to assisting women in the agricultural economy.

### **Small And Micro Entrepreneur Development**

USAID adopts a gender sensitive approach in its small and micro lending programs. To date, 88,000 loans have been extended to women under the SME program. The average credit lending percentage to women is 13 percent. The value of the loans to women totaled LE 40 million.

The poverty-lending program (Bashayer El Kheir) has specifically addressed the needs of the poor. It targets widows, divorcees, abandoned wives, as well as wives of handicapped husbands. It is being implemented in Alexandria, Sharkia, and Assiut with great success. The poverty lending program's loans to women totaled 18,860 loans. The number of female borrowers reached 11,006 in 2000.

### **The Private Sector Commodity Import program (PRCIP)**

The PRCIP is implemented through participating Egyptian commercial banks to provide financing for private sector imports of U.S. equipment and raw materials. The banks provide U.S. dollar loans at fixed exchange rates and short to medium credit terms with an interest free grace

period. In recent years, to measure the percentage of women beneficiaries, a “women ownership percentage” item was added to the transaction form. During FY 2000, a total of 248 Egyptian firms benefited from the program, 34 percent of which are partially owned by women.

### **Business Women Associations**

This year witnessed a boom in the establishment of different women’s business associations in the various governorates. To date, over 15 have been established with mandates range from marketing to export promotion to policy advocacy. As they are still in their infant stage, they need exposure, business association management skills, and export promotion skills. SO16/GTG is encouraging their participation in the institutional capacity building effort under the BASA activity.

### **SO 17: Skills for Competitiveness Development**

Activities under the recently launched SO 17 have taken gender concerns into account in their design and implementation. The Management Development Initiative, which seeks to change the current culture of management to foster competitiveness in Egypt, has offered tuition reductions to women who want to attend the global economy seminars or management workshops. The Basic Business Skills Acquisition course for unemployed college graduates has the goal of accepting equal numbers of men and women to its six-month programs.

SO 17’s cluster development encourages dialogue between employers and training providers so that skills meet labor market needs, particularly in tourism, and has been working to provide young women with the capacity that will gain them entry to this fast growing sector.

### **SpO18: Access to Sustainable Utility Services in Selected Areas Increased**

Water/Wastewater (W/W) services have direct benefits for women and children, the former through increased productivity and timesavings, and the latter through reduction of water-borne diseases.

The SpO18 W/W portfolio includes two community-based assistance programs that promote the involvement of women in hygiene education as well as in all aspects of community consultations for small public works construction activities. In collaboration with UNICEF, in FY 2000, about 500 volunteer women in 23 villages in Middle Egypt were trained to lead hygiene education campaigns as part of an integrated approach to village environmental health. As part of low income community development projects in Alexandria, a hygiene awareness campaign targeting women and girls complements a USAID-financed extension of the water distribution network.

### **SO 19: Management of the Environment and Natural Resources in Targeted Sectors Improved**

SO 19 seeks to improve management of the environment and natural resources in targeted sectors. Its ultimate customers are Egyptian men and women at large. Under SO 19, the Egyptian Environmental Policy Program (EEPP) seeks to achieve policy and institutional reform in priority environmental sectors. As EEPP heads into its second tranche in FY 2001, guidance

will be sought from the Mission's Gender Advisor to recognize gender concerns and to integrate appropriate responses into the workplans. Wherever possible, the program will encourage environmental decision-making, leadership, and participation at all levels among women in the policy process. Care will be given to promote sound environmental technologies that are responsive to gender concerns. Seminars will be held to raise awareness of counterparts as to the effective methods of integrating.

### **SO20: Healthier, Planned Families**

The gender differences were insignificant in terms of infant mortality, vaccination coverage and other health status indicators. Basic health services are targeting vulnerable women and children. Reductions in the mortality and fertility rates are continuing to increase, mainly in the Upper Egypt governorates. Infant mortality rate declined from 66 per 1,000 live births in 1995 to 44 in 2000, representing a reduction of over 33 percent. The total fertility rate declined from 3.6 to 3.5. Vaccination campaigns are still active and the percent of children 12-23 months completely vaccinated is now 92 percent. Community outreach and information campaigns have produced behavioral change that was conducive to reducing female genital cutting.

### **SpO 21: Egyptian Initiatives in Governance and Participation Strengthened**

The NGO Service Center (NGO SC), supporting IR 21.1, focuses on helping civil society organizations become full partners in the development process. Through the prime implementing entity, the NGO SC plans to deliver services of immediate need to strengthen the capacity of Egyptian civil society organizations to bring citizen voices into public decision making. The activity aims to foster new energy and capacity within civil society at large, as well as catalyze individual civil society organizations especially those on behalf of groups that are not well represented in public dialogues such as women.

To date, the NGO SC has conducted a number of outreach meetings on gender issues involving representatives of 70 NGOs that have a women and gender focus. Out of three grants being disbursed as part of the first round of grants, two were awarded to women NGOs; based on those two grants, a gender network is being initiated in Upper Egypt. Out of 285 participants that attended the different training programs offered through the Center, 37 percent were women.

### **SpO 22: Basic Education to Meet Market Demand Improved**

SpO22 targets thousands of girls and young women each year with formal and non-formal education, and builds the skills of women teachers, facilitators, supervisors, and mid-level managers. During FY 2000, 20,535 girls and young women benefited from USAID programs. The New Schools Program targets girls ages six to 14 that have never enrolled or have dropped out of school. Participation in community education teams for 80 new schools is building the skills and confidence of women in the disadvantaged communities and many women are now, for the first time, playing active leadership roles in their communities as change agents for the New Schools Program. Their contribution will continue through local school management of the



newly constructed schools where they will continue to play new leadership roles in their community.

“Alam Simsim”, the Egyptian version of the TV pre-school educational program “Sesame Street”, is promoting girls' education and reaching millions of young Egyptian girls each day, modeling positive images for girls as well as boys. Baseline data are being collected on gender bias and research documents a knowledge gap between boys and girls, ages four to six; the series is intended to help close this gender gap. Research has confirmed that gender stereotypes are deeply entrenched at a very young age; however, after exposure to several segments of “Alam Simsim”, children showed a marked change in their views on gender stereotyping.

PLAN's five community schools targets girls ages nine to 14 in poor communities who have never enrolled in school before or who have dropped out of school. CEDPA's New Horizons Program has reached thousands of girls and young women to improve life skills, health, self-confidence, and social competence for the disadvantaged in rural communities. During FY 2000, 7,590 adolescent girls and young women were reached in some of the most remote areas of the country with critical information for their health and well being.

Scholarships through CEDPA and Save the Children also helped reduce the gender gap in girls' education, providing access to more than 4,000 girls who would not otherwise be attending school this year. Gender-desegregated data have been collected on the barriers and constraints preventing Egyptian girls from entering and staying in school. Finally, more than 900 women teachers and facilitators in multi-grade small schools have been trained to improve their skills and 80 primary education teachers (the majority of whom are women) are being provided with English language training in preparation for further training in the United States at California State University.

### **Donor Coordination**

During FY 2000, the Mission continued to coordinate its gender related activities with other donors within the context of the Gender and Development Donors Sub-Group which is co-chaired by the USAID Gender Advisor. The Mission also actively participated in national and international conferences and workshops on gender issues that were organized by governmental entities, research institutes, and active NGOs.

## EDUCATION ANNEX

USAID/Cairo requests AID/W approval to extend the education SpO completion date from 2003 to 2007; rename it as follows: “Improved Access, Quality, and Efficiency of Basic Education (with an Emphasis on Girls)””; and provide an additional \$68.1 million, for a proposed life of SpO funding of \$111.9 million. This change is justified by recent developments in Egypt that open the way for selected advances in education quality.

At the time the Mission’s strategy was submitted (December 1999), it was understood that the poor performance of Egypt’s basic education system, as evidenced by high rates of illiteracy and poor fit of skills to workforce needs, is a major constraint on Egypt’s competitiveness and ability to shift from an aid to trade basis for sustainable growth. In fact, some strategy analyses identified it as the single most important constraint on sustainable job creation. However, the Mission had to balance this against the fact that the Government of Egypt (GOE) did not seem to be committed to the kind of fundamental education reforms that would be required to produce broad improvements in education performance. The Mission had dealt with this situation up to that time by concentrating its education investments on NGO-led activities to develop model primary schools on a pilot basis, with particular emphasis on improving access, quality, and community participation in the education of girls in disadvantaged areas of Upper Egypt. While these efforts achieved strong results in the pilots, they were not replicable throughout the entire system without the full support of the GOE. In light of this dilemma, the strategy proposed to end funding for current education activities in FY2002 (and to end project activities in FY2003), but left open the option of extending the program if the GOE made sufficient commitments to address quality improvements in the system.

At the same time, basic education improvement became a central concern of Subcommittee IV of the Gore-Mubarak Partnership. New Co-Chairs of the Subcommittee on the U.S. side (AA/ANE from USAID and the General Counsel of the U.S. Department of Education) felt that Subcommittee IV should directly address the question of basic education reform. Ambassador Kurtzer also argued that education is so important to Egypt’s long-term future that it had to be addressed systemically. Finally, the Office of the Vice-President was keenly interested in education improvements, particularly for Egyptian girls.

These forces raised the visibility of the education reform issue in 2000. At the initiative of Subcommittee IV, a special 2-day high-level Egyptian-American retreat was held in August, 2000 in Williamsburg, Virginia to explore reform options, drawing on analytic work that had been done by a brainstorming group appointed by the Minister of Education. This meeting was attended (on the Egyptian side) by the Minister of Education, senior MOE officials, senior officials from the Ministry of Foreign Affairs, and members of the brainstorming group, and (on the American side) by the US Subcommittee Co-Chairs, senior officials of USAID/Cairo, and a number of top American education experts. At the meeting, the Minister of Education committed to pursuing basic education reform and to asking for the establishment of a blue-ribbon commission to develop plans and build public support for such reform. The two sides also agreed to develop pilot reform activities in two governorates, to train middle managers, and to explore other education strengthening options.

Since the Williamsburg meeting, the Minister has developed preliminary plans for improving secondary education; held a number of meetings with public groups to build support for changes in secondary education; and supported the development of an education reform pilot activity in Alexandria Governorate (which is supported the business community). The Alexandria Reform Pilot was launched in February 2001 at a major public event that involved the Governor of Alexandria, the Minister of Education, Ambassador Kurtzer, and USAID. The pilot will focus on decentralization, management improvements, and community involvement. When the Minister of Education signed the Memorandum of Intent for the activity, he publicly announced his commitment to support it and give it freedom to test new initiatives. The blue-ribbon commission on a national education reform effort is in the process of being established; Egypt's First Lady has agreed to name the commissioners and is close to announcing its formation.

In light of these developments, the Mission believes that there is sufficient justification to commit to a medium-term program of assistance through FY 2007, whose goals would be to make measurable contributions to education quality in defined areas; to support the positive forces for change in Egypt; and to build capacity and experience that will be relevant if Egypt embraces comprehensive reform in the future. The specific activities will contribute to education improvements even if Egypt does not move on to radical structural reform in the future. But if it does, the activities will lay a base for more rapid reform implementation and greater improvements in education outcomes.

The results to be achieved under the proposed Special Objective include:

- Improved access, quality and efficiency of basic education to learners (especially girls) in peri-urban and disadvantaged areas of Egypt.
- Development of models for private sector and community partnerships to support improved secondary education.
- Development of in-country capacity to train modern school managers in targeted areas.
- Improved capacity of teachers to utilize learner-centered teaching methodologies.
- Strengthened capacity of Egyptian NGOs to sustain delivery of literacy, scholarship, and life-skill programs (emphasizing girls and young women).
- Improved preschool learner readiness for primary school participation and increased parental understanding of the importance of early childhood development.
- Improved public and private sector capacity for quality English language training.

## Institutional and Organizational Development Annex

	A	B	C	D	E	F	G	H
1	Verification	Objective ID	IR No.	IR name	Indicators	Public sector	Private for profit	Private non-profit
2	y	263-016	16.2.1	Management and Technology Adoption Improved	Companies' operation and strategy elements of the Global Competitiveness Index (GCI)	n	y	n
3	y	263-013	16.2.3	Investment Environment in Selected Sectors Improved	Number of advocacy campaigns affecting private sector investment undertaken by business community	n	y	n
4	y	263-017	17.1	Market Responsive Managerial Skills Increased	(a) Percentage of "graduates" of management training interventions who were unemployed before training, are available for employment and placed in relevant jobs within one year	n	y	n
5	y	263-017	17.2	Market Responsive IT Skills Developed	(a) Percentage of "graduates of IT training interventions who were unemployed before training, are available for employment and placed in relevant jobs within one year	n	y	n
6	y	263-018	18.2	Commercialization of Utilities Enhanced	(b) Percent of annual billings collected for water and wastewater services sold	y	n	n
7	y	263-018	18.2	Commercialization of Utilities Enhanced	(c) Percent of annual billings collected for electrical power sold	y	n	n
8	y	263-018	18.2	Commercialization of Utilities Enhanced	(d) Percent of annual billings collected for telecommunications services sold	y	n	n
9	y	263-019	19	Increased Investment in Environment and Natural Resources (ENR) Best Practices and Technology	(H) Number of qualified EEAA* Nature Protection Rangers assigned to work within the Red Sea Governorate	y	n	n

# Institutional and Organizational Development Annex

	A	B	C	D	E	F	G	H
1	Verification	Objective ID	IR No.	IR name	Indicators	Public sector	Private for profit	Private non-profit
10	y	263-019	19(2.1-	2) Increase Capacity of ENR Sector Institutions	(J) Index number of EEAA Regional Branch Offices operationalized and performing core environmental management functions	y	n	n
11	y	263-020	20.3.1	Private Sector Participation Enhanced	Number of Accredited Entities Contracted to Provide Family Health Services	n	y	y
12	y	263-020	20.3.2	Health Sector Capacity Strengthened	Number of Facilities Implementing Workforce Practice Standards	y	y	y
13	y	263-021	21.1	Capacity of Civil Society Organizations Improved to Participate in Development	(I) # of targeted Civil Society Organizations (CSOs) (in receipt of large grants) achieving a target percentage change in improvement on the organizational capacity index on an annual basis	n	n	y
14	y	263-021	21.1	Capacity of Civil Society Organizations Improved to Participate in Development	(ii) # of targeted CSOs (in receipt of small grants) completing a designed activity in public-private dialogue or specified organizational improvement within the agreed period of the grant, on an annual basis	n	n	y
15	y	263-021	21.3	Improvements in Selected Areas of Administration of Justice	(ii) Average # of months from case filing to case completion in two pilot courts	y	n	n
16	y	263-022	22.2	Systems that provide Sustainable Quality Teacher Training Supported	Annual number of teachers trained to use modern communicative and learner-centered teaching methods	y	y	n

## Institutional and Organizational Development Annex

	A	B	C	D	E	F	G	H
1	Verification	Objective ID	IR No.	IR name	Indicators	Public sector	Private for profit	Private non-profit
17	<b>Instructions</b>							
18	Using the definitions of institutional and organizational development stated on the Definitions tab on this Excel workbook, OUs are required to: verify that the IRs and indicators identified for their programs fall within the definition of institutional and/or organizational development provided, correct the list as necessary to add or delete IRs and indicators that match the definition, and identify the recipients of institutional and organizational development support as public sector, private for-profit, private non-profit, marking all that apply in each case. Correct the IR list as necessary to add IRs that match the definition or to delete IRs that do not or that are no longer part of your results framework.							
19								
20								
21								
22								
23								
24	<b>Verification</b>							
25	Codes: Y - IR falls within the definition N - IR does not fall with the defintion X - This IR has been changed, modified, or dropped.							
26								
27								
28								
29								
30								
31	<b>Public sector, private for profit, and private non-profit</b>							
32	Codes: Y - Yes N - No							
33								